

Neighborhood Planning for Community Revitalization

Saint Paul District 10 Business Survey

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

CURA RESOURCE COLLECTION

Center for Urban and Regional Affairs
University of Minnesota
330 Humphrey Center

**Saint Paul District 10 Business
Survey**

Prepared by
Haila Maze
District Ten Como Park Community Council
October 1997

*This report [NPCR 1076] is also available at the following internet
address: <http://freenet.msp.mn.us/org/npcr>*

October 1997

Neighborhood Planning for Community Revitalization

(NPCR) supported the work of the author of this report but has not reviewed it for publication. The content is solely the responsibility of the author and is not necessarily endorsed by NPCR.

NPCR is coordinated by the Center for Urban and Regional Affairs at the University of Minnesota. St. Paul projects are funded in part by St. Paul Local Initiatives Support Corporation (LISC), The St. Paul Foundation, and St. Paul Companies. Minneapolis projects are funded in part by an Urban Community Service Program grant administered by the U.S. Department of Education.

NPCR

330 Hubert H. Humphrey Center
301 - 19th Avenue South
Minneapolis, MN 55455

phone: 612/625-1020

e-mail: npcr@freenet.msp.mn.us

TABLE OF CONTENTS

Introduction	2
Background	3
Survey	5
Methodology	5
Respondents	5
Business attitudes	7
Business connection to community	7
Analysis	8
Vacant and underutilized land	9
Recommendations	10
Overall	10
Como-Snelling	11
Dale-Maryland	12
Larpenteur	12
In the neighborhood	13

Appendices

A	Map of District 10
B	1990 Census information
C	General directory of businesses
D	Survey with tallied results
E	Survey participants
F	Vacant properties in District 10
G	Business and community planning resources
H	Sample planning strategies
I	Small area plan (draft)

I. Introduction

The purpose of this project was to learn more about the business community in the Como Park neighborhood. This was accomplished through several steps:

- 1) Compiling a directory of all businesses in the neighborhood, not including home-based businesses.
- 2) Identifying vacant or underutilized properties which provide opportunities for expansion and improvement.
- 3) Administering a survey to get business input on neighborhood issues.

The general directory identified almost 200 businesses within District 10 and a large number in adjacent areas, with a variety of products and services from industrial manufacturing to neighborhood retail.

Vacant properties were identified through the same process as were those in the general survey. The vacancies are not excessive, and represent opportunities for development, rather than a widespread blight.

The survey of businesses indicated optimistic results: most businesses seemed reasonably satisfied with their location, and valued its access as well as the attractiveness of the neighborhood. However, the focus of the majority of the businesses within District 10 is outwards -- only about one quarter depend on neighborhood residents as their primary customers. However, as the general inventory shows, there are a variety of neighborhood-oriented services and retail in surrounding districts and municipalities.

II. Background

District 10 has many faces. Although known for its scenic centerpiece, Como Park, there is more to this district than green lawns and quiet streets of single family homes -- particularly on the borders.

A map of District 10 is provided in Appendix A. The district borders Roseville on the north along Larpenteur Avenue, a busy commercial strip. In its southernmost area, the district contains Energy Park and other industrial and institutional uses. To the west are the St. Anthony Park neighborhood, Falcon Heights, and the state fairgrounds, whose presence dominates the area for a few weeks every year. Crossing the eastern border into District 6, there is a significant increase in rundown buildings and other signs that this area is less prosperous than Como Park.

Compared to St. Paul as a whole, District 10 is a generally prosperous area (see Census demographic information in Appendix B). According to the 1990 Census, the median household income within the District was \$33,542, compared to a citywide average of \$26,498. Housing values were also higher, with an average of \$80,500, compared to a citywide \$70,200. The district's population is better educated, with 87% of the adult population having completed high school or higher (81% citywide) and 38% with a bachelor's degree or higher (26% citywide).

Where do District 10's businesses fit into all this? The district does not completely contain any large commercial strips. However, there are several clusters of businesses worth noting:

- Energy Park. The largest business cluster in District 10, this 200+ acre industrial park has 100 businesses, including retail shops in Bandana Square, manufacturing facilities, and various professional offices. By design, Energy Park is self-contained, and is therefore separate from the rest of the district.
- Industrial area north of Energy Park. This area is dominated by large institutional uses, including a school bus garage, the city's parks and recreation central service facility, and a department store's regional distribution center. There are about 20 businesses in this area.
- Como and Snelling. The only commercial strip completely within the district, this block and a half area abuts the Snelling overpass of Como and the state fairgrounds. Approximately 25 businesses line this street in adjoining storefronts. The businesses are a mix of neighborhood-oriented retail and businesses which serve a larger market.
- Dale and Maryland. Although only one of the four corners at this crossing is in District 10 (the other three are in District 6), the neighborhood is very interested in the development of this one corner, currently a vacant lot and a prime piece of real estate on two busy streets. There are only seven businesses within a one block of the corner, not including one which recently went out of business.

- Larpenteur between Dale and Hamline. The Roseville side of Larpenteur on this stretch is a busy commercial strip, with almost 100 businesses, including a supermarket, a theater and a garden center. The District 10 side is more residential, with less than 20 businesses spread between homes and apartment complexes. Businesses closely line both sides of the street farther west on Larpenteur, but that area is in Falcon Heights.
- In the neighborhood. Around ten businesses are sprinkled throughout the residential interior. Though small in number, they have a significant impact on the community, particularly two nursing homes which are among the biggest employers in District 10 outside of Energy Park.

This report does not attempt to investigate the home-based businesses in District 10.

III. The Survey

Methodology

An inventory was taken of all the businesses in the neighborhood active at the time of the study (July and August 1997), identifying their names, addresses, phone numbers, function, and approximate employment, when available. This information is contained in Appendix C. It was noted that even during this brief time, some businesses both moved into and left the district.

To gather more in-depth information, it was decided that a survey would be administered to businesses in targeted areas within the district. Neighborhood residents identified the Como-Snelling, Dale-Maryland, and the Larpenteur areas as priorities, as well as those businesses sprinkled throughout the neighborhood's interior.

The survey was developed and revised by the author, with guidance from neighborhood representatives and district staff. See Appendix D for a copy of the survey, with the tallied results. The author administered the survey by going door-to-door during business hours and talking with business owners and managers. Survey participants were informed that they could skip any question they did not feel comfortable answering.

Results

Tallied results appear in Appendix D.

The Respondents

A total of 53 businesses were approached with the survey. Of this number, 39 returned completed surveys. Eight more businesses agreed to participate but were unable to complete the survey by the time of this report. Another six businesses refused to participate. A list of all the businesses approached, broken down by these categories, appears in Appendix E.

The completed surveys represented a majority of the businesses in all the targeted areas in District 10. One interesting thing to note: of the six businesses which refused to participate in the survey, five were located on Larpenteur Avenue. The remaining business, located elsewhere, took time for a personal interview in lieu of a formal survey. None of the Larpenteur refusals did so.

The surveys were all completed by hand by representatives of the business. Respondents were informed they should skip any question which they did not wish to answer.

64% of those who completed the survey were the business owners, 15% were managers, and the remainder were other employees. The survey was directed primarily at owners, and secondarily at managers. However, other staff filled in when the business owner or manager was rarely in the establishment and therefore delegated the authority of completing the survey to them.

The businesses were predominantly either service (62%) or retail trade (46%) (note that some businesses indicated more than one response), with a few others in manufacturing or wholesale trade. There was some overlap in this category, as a number of establishments performed more than one function.

For most of these businesses (74%), the location visited was the business' only one. About half of those which had more than one location belonged to a chain.

The tenure of businesses in District 10 varied from a couple months to well over 70 years. 15% of the businesses had been in the district for less than one year, 36% between one and five years, 13% between five and ten years, and 33% over ten years (3% indicated no response). The significant percentage of older businesses suggests a level of stability in the District's commercial areas.

Furthermore, many of the businesses in District 10 had been attracted to their location from elsewhere: 64% of the businesses now in District 10 had been located elsewhere previously. Of those relocated businesses, the majority came from elsewhere in St. Paul (64%), and most of the rest came from elsewhere in the Twin Cities metropolitan region (32%).

A modest majority (56%) of the businesses rented their facility, while the remainder owned it outright. The vast majority (95%) characterized their business as year round, as opposed to seasonal.

The total employment of the respondents (minus three who skipped the question) was 828 full time and 448 part time jobs. Taken as an aggregate these numbers are somewhat deceiving, because the numbers are sharply reduced if the three largest businesses are subtracted: then the total becomes 158 full time and 128 part time. The average employment of the businesses (minus the three largest) is about 5 full time and 4 part time jobs. Clearly, most of these businesses are small operations, which stands to reason since they are embedded in a residential neighborhood.

Business attitudes

The most frequently given reason (cited by 49% of respondents) for locating the business in District 10 was "property was a good match for business needs." Other common reasons were "cost of property/rent was affordable" (41%), "close to owner/manager's home" (31%), and "convenient for customers" (31%).

The most frequently cited advantage of being located in District 10 was "access to major roads or railways" (64%). This reflects the accessibility to major streets such as Snelling, Larpeur, and Dale. Other common advantages were "attractive area, nice neighborhood" (44%) and "availability of parking" (41%).

What is most remarkable about the responses to disadvantages of the business location is that the only category with more than 18% ("lack of adequate parking," an interesting counter to those who saw parking as an advantage) of the respondents was the "none" category: 41% did not indicate any disadvantages whatsoever. The remaining complaints were very dispersed, the next highest ones being "security or safety concerns" (15%) and "lack of visibility of location" (15%).

The answers to improvements which needed to be done were also dispersed. The largest category again was "none" (31%). 26% indicated that they needed "property improvements/facade renovations," while 21% wanted to see landscaping improvements. There was some interest in signs, lighting, road improvements, and lowered costs of doing business (15% for each). Of those who indicated some improvements were needed, 33% suggested at least some of the responsibility belonged to the city, 22% said the landlord, and 18% said themselves.

Business connection to community

Overall, the businesses were not heavily dependent on the local neighborhood for their business. 26% said that their customer base was the "local neighborhood," but 43% said it was the Twin City metro area and 26% responded "other" -- which frequently meant a statewide or even nationwide customer base. There was a similar pattern for employee location: 26% had employees which lived primarily in the neighborhood, while 56% relied on staff from around the Twin Cities region.

Despite the proximity of the fairgrounds and Como Park, 82% said they did not receive a significant amount of business from visitors to either attraction.

However, many of the businesses do have ties to District 10. 38% said they identified "most strongly" with some part of District 10, while 28% identified more with St. Paul as a whole. 23% skipped this question.

54% contributed to the community by "providing goods and services used by local residents," while 26% hired local residents and 23% belonged to a service or trade organization.

33% of the businesses were at least considering making a major investment in their property within then next year. And only 8% were considering moving out of their current location within the same time period -- mainly due to dissatisfaction with their particular property, not the neighborhood in general.

41% responded "yes" or "maybe" to the inquiry of whether they would be interested in joining or starting a business association.

All who responded to the question regarding overall opinion of the community as a place to conduct business indicated "very satisfied" (44%) or "somewhat satisfied" (44%).

IV. Analysis

In general, survey respondents had a very positive attitude about their business location and District 10 in general. They liked the easy access to major roads and the attractive neighborhood area, and for the most part intended to stay and grow their business. The response also suggests that a number of business owners live in or near the neighborhood. However, the general orientation of the businesses, like the other major features of District 10 -- Como Park and the fairgrounds -- is outward. It is likely that this point would be reinforced if all the District 10 businesses had been surveyed: those located in Energy Park and the adjoining industrial area are clearly not neighborhood-oriented. Regardless, there are clusters of neighborhood-oriented shops near District 10's borders within both Falcon Heights and Roseville.

There was significant variation by location within the district, as suggested by the different character of the clusters of business development. Dale-Maryland businesses were more immediately concerned about the appearance of their area than were other businesses, since this corner is currently in a transitional state. Como-Snelling businesses, adjacent to the fairgrounds, had significantly more complaints about state fair traffic (especially since the survey was conducted around fair time) than other areas did. It is significant to note that few of the Como-Snelling businesses claimed to profit at all from their proximity to the fairgrounds, and some even shut their doors during those weeks.

In particular, Larpenteur businesses seemed to be less connected to the neighborhood than others. Perhaps this was because they were on the upper boundary, and considered themselves to be part of the Roseville-dominated Larpenteur commercial strip. In any case, Larpenteur businesses in general did not know what District 10 was. And it is significant that the only outright refusals to participate in the survey came from this group -- perhaps because they felt less connected to the neighborhood, perhaps because they had not had good experiences with similar surveys or neighborhood projects in the past.

However, those which did not wish to participate or were skeptical of the survey process in general were a definite minority. Most businesses were cooperative, and appeared to have a positive attitude about the neighborhood and its residents -- even those who had chosen the location for purely utilitarian reasons. Although there were definitely areas for improvement, business complaints focused on need for improved appearance, or specific drawbacks of individual properties.

Vacant and underutilized lands

The vacant properties identified in the general business inventory are separated out and listed in Appendix F.

Seventeen vacant properties were identified within District 10. Of these, nine are vacant commercial or warehouse rental space currently available within buildings with existing tenants. These properties appear in decent shape, and many of the surrounding units are currently rented. This would suggest that the responsibility for improving and marketing these properties is being handled reasonably well by the property owners.

The other eight vacant properties are free-standing buildings, generally designed for a specific purpose: two warehouses, two commercial buildings (formerly an insurance company and a racquetball club), a big box retail structure, a developable vacant lot, and two sizable buildings near Bandana Square (one being the former Children's Museum). These properties each represent a development opportunity. In addition, there are two vacant free-standing commercial buildings at the corner of Dale and Maryland in District 6. Since all of these are significant structures, their fates will have a definite impact on their surrounding areas.

V. Recommendations

Since the commercial clusters in District 10 each have a unique character, the recommendations are grouped accordingly, with references to possible uses for corresponding vacant structures.

Overall:

- 1) Use available resources to craft a strategy to attract business investment in vacant and underutilized properties.
 - Appendix G contains a list of local business and community planning resources available to District 10. Many of these could become useful partners and information sources. For instance, both the Business Resource Center and the Port Authority offer a referral service to businesses to match them up with available sites in St. Paul.
 - Appendix H contains several past approaches by others to define and implement economic development plans for their communities.
- 2) Follow up on interest in business association. Over 40% of respondents indicated at least some interest in belonging to a business association. Small businesspeople tend to be busy folks, but the level of commitment to this neighborhood suggests they have a reason to care about the local business community and their neighbors.
 - Identify nearby business associations and their coverage areas. Investigate the possibility of having nearby District 10 businesses join them.
 - Set up a meeting for local businesses interested in a business association, and invite businesses personally.
- 3) Investigate partnerships with nearby municipalities and St. Paul districts. Since much of District 10's commercial development stretches past its borders, its businesses share conditions and concerns with businesses in adjacent regions.
 - Contact organizations responsible for commercial development in other districts and municipalities to inquire about their current initiatives. Share with them the results of this survey and ask for comments.
 - Consider possible joint initiatives or information-sharing with these groups.
- 4) Consider extending survey to businesses in other areas of the district.
 - Consider a survey of home-based businesses in District 10. These business owners clearly have some stake in the neighborhood (they live in it) and may be the ones who will eventually move into District 10 vacant commercial properties. CURA at the University of Minnesota has resources for and past examples of home-based business surveys in the Twin Cities.

- Assess whether the district council wants to have any involvement with the largely industrial businesses in and around Energy Park. The existing survey could be used as an instrument, or the involvement could be more general.
- 5) Design promotional materials for neighborhood businesses.
- Compile a map and directory of businesses in the district, similar to Hamline-Midway's or St. Anthony Park's. Distribute via businesses, newsletter mailings, community institutions, etc.

Como-Snelling:

- 1) Participate in efforts to improve commercial area visibility and appearance.
- Continue with plans to improve the streetscape with lighting, landscaping, and similar efforts. This area is a "gateway" into the neighborhood, and a distinctive appearance would help to better define the neighborhood as well as make the area more attractive to neighborhood oriented businesses.
 - Improve visibility from Snelling Avenue through better signage and/or landscaping on property near the off ramps. Though this area is convenient to get to from Snelling, it is not clearly visible. Perhaps make use of Como Park logo.
- 2) Encourage businesses to market to fair and Como Park visitors.
- Organize efforts to get local business flyers and coupons to these visitors, also with illustrated maps of the district to help them find businesses easier. For the state fair, these perhaps could be distributed alongside the shuttle buses (a similar practice is used by Har Mar mall). At Como Park, perhaps in the gift shops or information booths.

Dale-Maryland:

- 1) Consider partnership to encourage development at this corner. For District 6, this corner is part of a longer, significant commercial strip. The amount of land available (at least three large unoccupied properties as of now) on two busy streets such as Dale and Maryland, in an attractive neighborhood setting, offers a key opportunity for redevelopment.
- Contact District 6 to compare information and goals regarding this corner.
 - Contact the city of St. Paul regarding the possibility of this being a targeted development site. The first step may be a small area plan.

- If District 10 decides to pursue this, contact all business and property owners on the corner once more. At least one business owner expressed strong reservations about neighborhood involvement in commercial redevelopment, and none expressed a strong desire for the city to step in and fix things up.
- 2) Follow the progress of development on the vacant lot at this corner. The eventual development of that corner will have a strong impact on what happens to the rest of this commercial area.
- Keep in contact with current property owner.

Larpenteur:

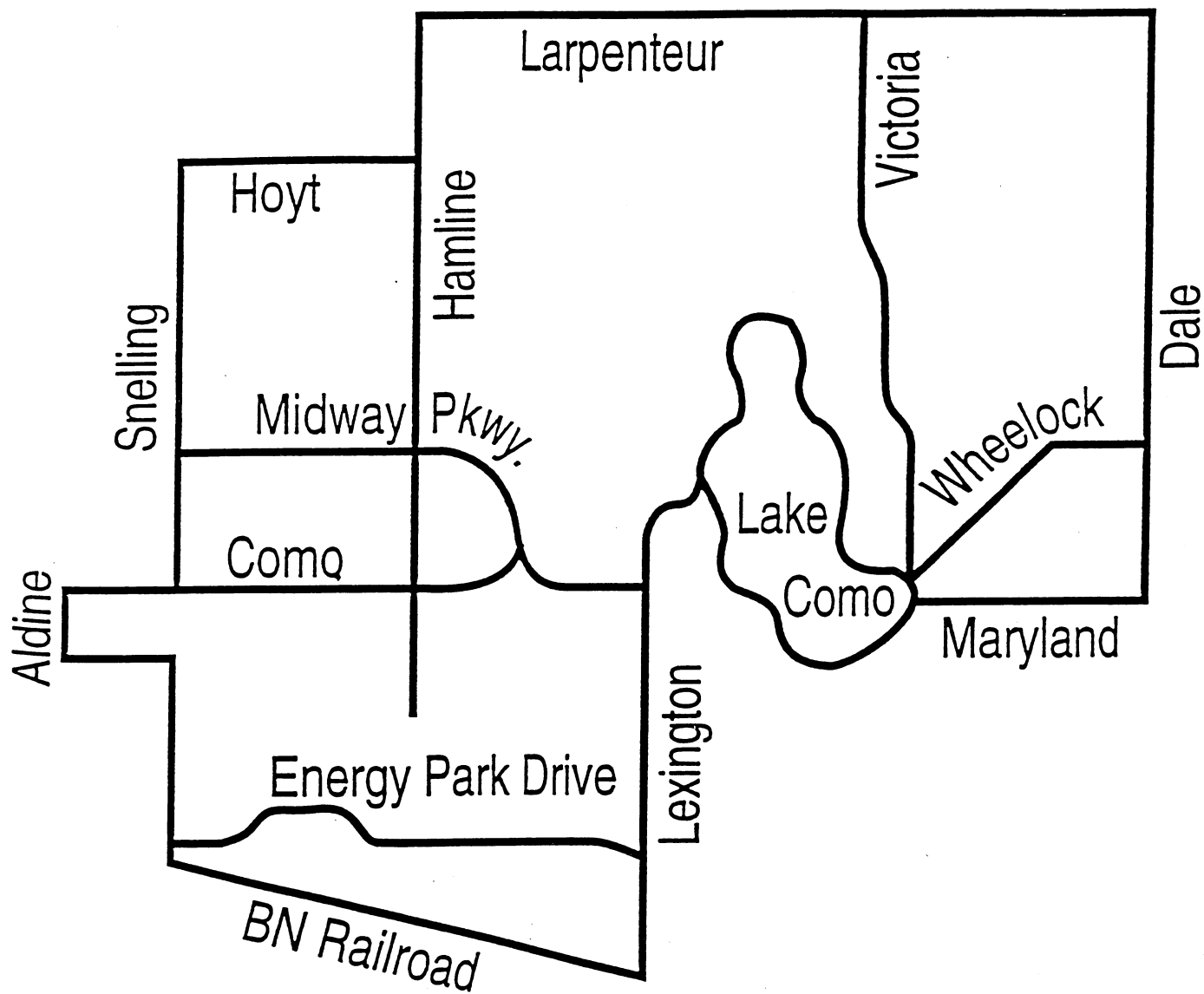
- 1) Keep up to date on plans for this commercial strip. There are several plans, both proposed and in progress, to improve this area. These include plans to improve the road as well as to upfit existing storefronts.
 - Contact economic development authority in Roseville and Falcon Heights (which contains a significant portion of the Larpenteur commercial district farther west) regarding their plans for improvements along this road.
 - Establish the city of St. Paul's position on roadside improvements.
- 2) Consider: should the Larpenteur businesses identify with District 10? The survey would suggest that many currently do not. The district council will need to decide if they plan to reach out to these businesses, or to consider them more part of the Larpenteur strip.
 - Establish priority of outreach to Larpenteur businesses.
 - Consider joint effort with Roseville and Falcon Heights to form business association for Larpenteur businesses. Between the three municipalities, there appears to be a critical mass of businesses.

In the neighborhood:

- 1) Follow the progress of the city's small area plan. Although ostensibly covering much of the western half of District 10, the small area plan focused on one major planned project within the district: the improvement and "parkway treatment" of the Midway Parkway, which leads from Snelling Avenue to Como Park. This project will have a definite effect on parking, which is a major concern to businesses in District 10's interior, particularly the large institutional businesses. Pertinent sections from a recent draft copy of the plan are in Appendix I.
 - Keep in contact with the city of St. Paul regarding progress of the small area plan and the time table for implementation. As of last check, it had not yet been formally approved, but will be soon.

- Ensure that neighborhood businesses are aware of the plan, and have a chance to voice their opinions regarding it.
- 2) Maintain contact with large institutional businesses. As noted above, a few large businesses account for the vast majority of the non-Energy Park employment in District 10. Several have been in the neighborhood for a great many years.
- Keep businesses up-to-date on community plans and events.
 - Consider community outreach efforts to residents of the residential facilities. These individuals are not only business customers, but also neighbors and possible customers to neighborhood-based businesses.

APPENDIX A
MAP OF DISTRICT 10



APPENDIX B
1990 CENSUS INFORMATION

1990 US Census information

Population 12,533 (4.6% of St. Paul total)

Households 5,249

<u>Race</u>		Percent	Citywide
White	11,741	93.7%	82.4%
Black	368	2.9%	7.5%
Native American/ Aleut	57	0.5%	1.2%
Asian/ Pacific Islander	299	2.4%	7.0%
Other	68	0.5%	1.9%

<u>Education</u>	Percent	Citywide
High school graduate or higher	87.0%	81.1%
Percent bachelor's degree or higher	38.3%	26.5%

<u>Housing</u>		Citywide
Median gross rent	\$565	\$424
Median house value	\$70,200	\$80,500

<u>Income</u>		Citywide
Median household income	\$33,542	\$26,498
Per capita income	\$15,574	\$13,727

People in nursing homes 252 (11.5% of St. Paul total)

APPENDIX C
DIRECTORY OF ALL BUSINESSES

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
------	---------	-------	------	-----------

DISTRICT 10

Ed Coleman Sales and Service, Inc.	1664 N Hamline Ave	487-3300	manufacturing inputs sales	3
Midtown Cleaners and Tailors	1672 N Hamline Ave	489-7300	dry cleaners, tailors & alterations	1-4
Mac's Fish and Chips	1330 W Larpeur Ave	489-5299	restaurant	10-19
Patrick's	1318 W Larpeur Ave	489-0444	bar	5-9
vacant space available	1144 W Larpeur Ave	n/a	call 704-0300	n/a
Larpeur Animal and Bird Hospital	1136 W Larpeur Ave	487-3712	veterinarian	6
William H. Hite, Kurt M. Sundeen	1132 W Larpeur Ave	488-8852	dentist	5-9
MGM Liquor Warehouse International, Inc.	1124 W Larpeur Ave	487-1006	chain headquarters	n/a
MGM Liquor Warehouse	1102 W Larpeur Ave	488-6685	liquor store	9
A Better Phone Center / Lexington Phone Center	1676 N Lexington Pkwy	489-0445	phone equipment sales	4
Ted's Recreation / Ted's Liquor Bar	1084 W Larpeur Ave	488-5773	bar	1-4
Medical Dental Center	1050 W Larpeur Ave			
MinnHealth Family Physicians	"	487-2831	physicians (8 doctors listed)	20-49
Jay B. West, Peter J. Stanton	"	488-5521	dentist	8.5
Todd A. Thayer, Douglas P. Beedon	"	488-5622	orthodontist, dentist	5-9
Iverson Law Office	990 W Larpeur Ave	489-4631	attorney	1-4
Conoco, Tom Thumb	626 W Larpeur Ave	488-9066	gas station, grocery store	10-19
Chalet Dental Clinic / LJ Record and Associates	1651 N Dale St	488-5888	dentist	12
Boos Dental Lab	"	488-8458	dental lab	1-4
Como Bike Shop	779 W Wheelock Pkwy	488-9078	bicycle sales and service	1
Laser Toner Refill Service (LTRS)	1520 Albany Ave	643-0643	laser toner sales	2
R.E. Palmen Inc.	1522 Albany Ave	644-4469	excavation service	5.5
Lyngblomsten	1415 Almond Ave	646-2941	elderly housing and services	265
Chen International Inc.	1339 N Pascal St	644-4600	importers, wholesale	5-9
Heers & Heers Attorneys	1450 Frankson Ave	641-0001	attorney	2
Sholom Home Inc.	1554 Midway Pkwy	646-6311	elderly housing and services	475
Hubert H Humphrey Job Corps Center	1480 N Snelling Ave	642-1133	education and training program	90
vacant lot	Maryland and Dale	n/a	Don Trembley, 633-2121	n/a
Hope Chiropractic Clinic	1565 Como Ave	646-2222	chiropractor	1
Michael Collins	"	646-0447	State Farm insurance agent	2
Guaranteed Clean Maintenance Inc.	"	644-9919	janitorial service	45
space for rent	"	n/a	call 483-3431	n/a
Norcomp Inc.	1563 Como Ave	646-4424	computer sales and consulting	6
American Sports Nutrition	"	645-5565	nutritional supplement sales	1
Pizza Man Inc.	"	642-9777	restaurant, pizza delivery	4.5

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
RW Sales	"	646-2710	manufacturers' agents	5-9
Bisciglia Construction Co.	"	646-0496	construction contractor	n/a
Gaetz Architects Inc.	"	644-8555	architect	2
Commercial Electric Company of the Twin Cities	1553 Como Ave	645-9676	electrical contractor	16
NJ Oriental Foods	"	645-8140	oriental/chinese grocery store	1
Pinball Plus	1543 Como Ave	647-5811	pinball game sales and service	1-4
vacant	1535 Como Ave	n/a	formerly raquetball club	n/a
K&L Auto Sales Inc.	1523 Como Ave	645-9232	used car sales	3
Kuan's Auto Repair	"	917-2808	auto repair and service	1
Salvation Army Booth Brown House	1471 Como Ave	646-2601	youth shelter and treatment center	45
Midwest Voice Mail and Paging	1608 Como Ave	646-3444	communication systems/service	5
Engraphics	"	645-0121	engraving	2
TCT Network	"	646-0405	office supplies sales	5-9
Northwest Camera and Video Repair	1612 Como Ave	647-1809	camera and video repair	1
Orthopedic Equipment Services	"	n/a	orthopedic equipment sales	3
Wagner and Lang Construction	"	645-1762	construction contractors	n/a
Wagner Management Inc.	"	641-0567	property management	1
vacant space for rent	"	n/a	call 780-7932	n/a
Nelson Cheese Factory	1562 Como Ave	647-1288	restaurant and deli	10-19
JO Thompson Paint and Carpet	1558 Como Ave	646-6134	floor covering sales	7.5
Como Community Council	1556 Como Ave	644-3889	district council	2
Bascali's Brick Oven	1552 Como Ave	645-6617	restaurant	n/a
Tom Thumb	1546 Como Ave	646-4164	grocery store	4.5
A Wide World of Travel	1340 Como Ave	644-8144	travel agency	6
Midwest Concrete Driveway Company equip. yard	Como and Wynne	n/a	masonry and concrete contractor	n/a
KLGT-TV 23 / Lakeland Group Television Inc.	1640 Como Ave	646-2300	television station	n/a
Farinacci & Associates Inc.	"	647-1978	video and film production	1-4
vacant space for rent	"	n/a	Welsh Co., 897-7845	n/a
vacant warehouse / D&D Hauling equip. yard	1607 Breda Ave	n/a	no contact given	n/a
Montgomery Ward	1700 Wynne Ave	647-2805	distribution center for chain	20-49
RE Palmen equipment yard	1637 Wynne Ave	644-7973	excavation service	n/a
Home Tailors Building and Remodeling	1625 Wynne Ave	646-6436	building contractor, remodeling	5-9
City View Electric Inc.	1145 N Snelling Ave	659-9496	electrical contractor	50-99
Steven T. Rosso PA	1600 Wynne Ave	641-0443	attorney	n/a
Worldwide Adjusters Inc.	1101 N Snelling Ave	603-5100	claims adjuster	n/a
HM Smyth Company Inc.	1085 N Snelling Ave	646-4544	commercial printing	100-249

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
Ignatius Company	1091 N Snelling Ave	646-2949	paper products mfg. & wholesale	20-49
vacant strip mall	1645 Energy Park Dr	n/a	former Builder's Square	n/a
vacant warehouse	1471 Brewster St	n/a	no contact given	n/a
James Productions	1516 Wynne Ave	645-1408	motion picture production	10-19
Energy Park Studios	1515 Brewster St	645-1515	motion picture production	5-9
Ryder administrative office	1530 Brewster St	645-5665	bus charter and rental	1-4
Ryder Student Transportation Services	1102 N Snelling Ave	645-3959	bus charter and rental	250-499
Central Service Facility	1100 N Hamline Ave	646-2745	for city parks & recreation	n/a
St Paul Animal Control Center	1285 W Jessamine Ave	645-3953	animal shelter	10-19
Humane Society of Ramsey County	1115 Beulah Ln	645-7387	animal shelter	5-9
Gabe's by the Park	991 N Lexington Pkwy	646-3066	restaurant	50-99
<i>Warehouse</i>	1025 N Lexington Pkwy			
Industrial Equipment Exchange	"	646-3079	wholesale material handling equip.	5-9
Minnesota Industrial Battery	"	646-3442	wholesale battery repair/storage	5-9
Lift Parts Service of Minnesota	"	646-1138	wholesale material handling equip.	1-4
vacant space - 37,500 sq ft	"	n/a	Gary, 646-3079	n/a
First Bank Operations Center	1200 Energy Park Dr	244-4646	banking services	250-499
Aries Precision Sheet Metal Co.	1220 Energy Park Dr	644-1796	sheet metal fabrication	50-99
Litho Inc. / Litho Specialties	1280 Energy Park Dr	644-3000	commercial printing/lithographs	100-249
MSA Consulting Engineers	1326 Energy Park Dr	644-4389	environmental/civil engineers	20-49
Litho Express	1336 Energy Park Dr	644-9136	commercial printing	5-9
Peak Technologies	"	645-5816	unknown	n/a
<i>Energy Park Financial Center</i>	1360 Energy Park Dr			
Austin Family Dental	"	641-1908	dentist	5-9
vacant space	"	n/a	Wellington Mgmt, 292-9844	n/a
<i>Energy Park Plaza</i>				
Ergodyne Corporation	1410 Energy Park Dr	642-9889	wholesale safety equipment	20-49
Partners Cleaning and Restoration Specialists	"	646-1225	wholesale janitor supply/service	20-49
Meditech Communications Inc.	"	645-1704	video production service	1-4
Pat Donnelly Agency - Farmers Insurance	"	645-1951	insurance agency	1-4
Graphic Consultants Inc.	"	646-6997	desktop publishing	5-9
Kaposia Inc.	"	641-1482	employment/training services	n/a
Microage Computer Centers	"	641-1933	computer sales, service & repair	5-9
Jacor Inc.	"	645-6264	interior decorators and designers	1-4
Wilbrecht Electronics Inc.	1400 Energy Park Dr	659-0919	mfg./wholesale electronic equip.	20-49
Forensic Technologies Inc.	"	659-0551	wholesale lab equipment/supplies	5-9

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
Sound Resources	"	644-3660	recording studio	1-4
Creative Images Communications Center	"	644-2157	audio-visual production service	10-19
National Business Data Systems Inc.	"	647-0143	computer dealer	10-19
vacant space available	1400 & 1410 EP Dr	n/a	CM Commercial, 222-4600	n/a
<i>Energy Park Business Center</i>				
Quantech Ltd.	1419 Energy Park Dr	647-6370	wholesale medical equip./supplies	5-9
Family Psychological Services	1425 Energy Park Dr	644-3874	marriage and family counselors	5-9
JMT Medical	1427 Energy Park Dr	647-9986	mfg. medical equipment/supplies	10-19
Stringer Business Systems	1435 Energy Park Dr	645-6666	mfg./wholesale business equip.	100-249
Press Stock	1455 Energy Park Dr	646-1744	wholesale paper products	1-4
Tamarack Habilitation Technologies Inc.	1471 Energy Park Dr	644-9950	orthopedic supplies and services	10-19
A-Plus Demonstrations	1473 Energy Park Dr	645-1358	merchandise demonstration svce.	1-4
Protatek International Inc.	1491 Energy Park Dr	644-5391	mfg. medical products	10-19
Charles E. Kath DDS	1493 Energy Park Dr	645-0449	dentist	1-4
St Paul Pioneer Press	1503 Energy Park Dr	n/a	newspaper	n/a
Department of Corrections	1450 Energy Park Dr	642-0200	department headquarters	100-249
St Paul Software	"	603-4400	computer software	50-99
Metropolitan State University	"	n/a	university	n/a
Energy Park Utility Company	1500 Energy Park Dr	646-7405	utilities	1-4
Powermation Division	1310 Energy Ln	645-0781	mfg. - electromechanical equip.	100-249
Tschida/Advocate Graphics Inc. (AGI) Printing	1350 Energy Ln	647-1044	commercial printing	5-9
Sims Security	"	644-7000	security services, investigators	20-49
Endocardial Solutions Inc.	"	644-7890	mfg. medical supplies	20-49
Minneapolis Community College at Energy Park	1380 Energy Ln	n/a	vocational school	n/a
Bureau of Mediation Services	"	649-5421	state government agency	20-49
Michael J. McCullough Ltd.	"	647-1204	certified public accountant	n/a
Cor Vel Corporation	"	642-1717	rehabilitation services	50-99
Axxis Business Solutions	"	641-0321	computer software	5-9
National College	"	644-1265	vocational school	10-19
vacant space available	"	n/a	CB Commercial, 924-4666	n/a
Oscar Johnson Ice Arena	1039 DeCourcy Cir	645-7203	skating rink	5-9
Merrill Corporation	1 Merrill Cir	646-4501	printing and publishing	1000-4999
<i>Bandana Square</i>	1021 E Bandana Blvd	642-1509		
First Floor:				
Heart N Home / A Grand Array Gift Shop	"	647-0921	gift shop	10-19
John Casablancas Modeling & Career Center	"	642-1222	modeling agency	n/a

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
MTM Model and Talent Management	"	645-4440	modeling agency	n/a
Tomy Obrien Photography	"	645-7744	commercial photographer	1-4
Bandana Cleaners	"	647-0937	dry cleaners	1-4
MA Kinane Calligraphy Illustration & Design	"	645-1445	publisher, calligrapher	1-4
Europa Travel	"	645-6400	travel agency	n/a
Mintahoe Inc.	"	n/a	unknown	n/a
AAA Car Corp.	"	n/a	unknown	n/a
Signature Fleet Sales	"	n/a	unknown	n/a
Staples Cafe and Malt Shop	"	645-6270	restaurant	1-4
Lanosheen Inc.	"	n/a	unknown	n/a
Como Shops	"	646-2094	railroad hobby store	5-9
Dakota Bar and Grill	"	642-1442	restaurant	50-99
Cardzilla	"	646-0314	greeting card shop	1-4
Miniature Merchant	"	645-7079	collectibles store	5-9
Studio Ten	"	646-3346	art gallery and dealer	1-4
Golden Tan and Cruise Center	"	645-9267	tanning salon, travel agency	10-19
Saigon City Restaurant	"	641-1486	restaurant	1-4
Do's Pizza Plus	"	643-0725	restaurant	1-4
Elan Studio for Hair	"	645-2255	beauty salon	10-19
Orrie's Bar and Grill	"	645-0038	restaurant and night club	10-19
Second Floor:				
Aspen Medical Group	"	641-7000	health care providers	50-99
Appraisal Consultants Lear Dubay & Associates	"	644-8560	real estate appraisers	5-9
Norris Waalen CPA	"	644-5093	certified public accountant	1-4
1 Image Wardrobe Services	"	646-7333	wardrobe consultant	n/a
Krug & Zupke, Mansfield & Tanick	"	645-7746	attorneys	5-9
Perfect Host Catering & Special Events	"	338-6012	caterers	n/a
Resolve of the Twin Cities	"	659-0333	unknown	n/a
Minnesota Municipal Board	"	603-6757	government agency	n/a
Primerica Financial Services - David Moe	"	641-1706	financial services	n/a
Twin City Model Railroad Club	"	647-9628	hobby club	n/a
Bandana Banquet and Conference Centre	"	642-1049	conference center	20-49
Crown Financial Group	"	603-8255	real estate loans, financial svcs.	5-9
Bandana Square Free Parking	1215 N Bandana Blvd	n/a	parking structure	n/a
vacant building	1217 N Bandana Blvd	n/a	old Children's Museum	n/a
vacant building	???? N Bandana Blvd	n/a	near railroad tracks	n/a

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
<i>Atrium Office Building</i>	1295 N Bandana Blvd			
Crawford & Company	"	647-9985	insurance adjusters, rehab svcs.	50-99
Axxis Business Solutions	"	641-0321	business services	n/a
Employers Association Inc.	"	644-9702	employers' association	20-49
Minnesota Nurses Association	"	646-4807	nurses' association	20-49
Pete's Brewing Company	"	603-8629	brewers	5-9
SSA Teleservice Center	"	n/a	unknown	n/a
Unisearch Inc.	"	225-9500	attorneys' service bureau	5-9
Wilder Research Center	"	647-4600	research center	20-49
Aspen Medical Group	"	641-7062	mental health services	50-99
Prosource Educational Services	"	641-1000	real estate school	20-49
Consultants in Financial Software	"	645-2000	business management consultants	10-19
Holiday Inn Express	1010 W Bandana Blvd	647-1637	hotel	50-99
Parking lot	1015 W Bandana Blvd	n/a	parking lot	n/a
Aspen Medical Group clinic, urgent care	1020 W Bandana Blvd	641-7000	health care providers, eye care	50-99

DISTRICT 6

SuperAmerica	950 N Lexington Pkwy	487-9488	gas station, convenience store	10-19
Como Northtown Community Credit Union	976 N Lexington Pkwy	488-2535	credit union	10-19
vacant	1176 N Dale St	n/a	formerly Law's Garage	n/a
vacant	1192 N Dale St	n/a	formerly Coach's Pub	n/a
Auto Craft	1202 N Dale St	489-9108	auto repair and service	1-4
Conny's Creamy Cone Inc.	1197 N Dale St	488-4150	restaurant	5
Total Fuel	568 W Maryland Ave	487-5048	gas station, convenience store	3.5
Twin City Industrial Motor Repair Inc.	586 W Maryland Ave	489-7165	electric motor sales and repair	3
Steve's Auto Service, Pagers	594 W Maryland Ave	487-7775	auto repair and service	1-4
Ideal Hall	1494 N Dale St	488-0971	rental hall	1-4
Ace Vacuum Center	1500 N Dale St	489-1500	vacuum cleaner sales and service	1-4

FALCON HEIGHTS

Showcase Home Furnishings	1503 N Hamline Ave	646-2864	home furnishings store	n/a
Sally Marie Gallery	1505 N Hamline Ave	644-5665	art gallery	n/a
Custom Frame Shop	"	n/a	frame shop	n/a
Hamline-Hoyt Service Inc.	1565 N Hamline Ave	645-5434	auto repair shop	n/a
The Best Books and Gifts	1579 N Hamline Ave	647-4247	gift shop	n/a
My Turn - Used, Unique, Antique Furniture, Etc.	"	603-0353	antique store	n/a

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
JT's Quality Used Clothes, Feathered Denims	"	n/a	used clothing store	n/a
The Coffee Grounds	"	644-9959	coffee shop	n/a
Blomberg Pharmacy Inc.	1583 N Hamline Ave	646-9645	drug store	n/a
vacant office space available	"	n/a	call 483-3431	n/a
Thatcher Chiropractic Clinic PA	1347 W Larpeur Ave	646-7575	chiropractor	n/a
SuperAmerica	1350 W Larpeur Ave	645-7461	gas station, convenience store	n/a

ROSEVILLE

Baber Auto Repair Service	1690 N Hamline Ave	646-8661	auto repair shop	n/a
Sandy and Friends	1700 N Hamline Ave	644-9664	beauty salon	5-9
Tires Plus	1329 W Larpeur Ave	645-5409	tire dealer, auto repair & service	20-49
Al's Billiards	1319 W Larpeur Ave	646-9508	billiards supplies and repair	1-4
Solar Car Wash and Office Building	1315 W Larpeur Ave	646-2087	car wash	1-4
Alpha Omega Employment	"	645-7799	temporary employment agency	1-4
vacant space available	"	n/a	vacant office space	n/a
Century 21 Jay Blank Realty	1255 W Larpeur Ave	645-5581	real estate agency	n/a
TLC Home Care Nursing	"	647-0534	home health care service	n/a
Allstate Insurance	"	641-0615	insurance agency	1-4
LA Images Inc.	"	659-0023	beauty salon	n/a
Roseville Hearing Aid Center	"	645-8885	hearing aid sales	1-4
Gold Eagle of Roseville	1233 W Larpeur Ave	646-1252	dry cleaners and tanning salon	n/a
St. Francis Animal and Bird Hospital	1227 W Larpeur Ave	645-2808	veterinarian	10-19
Rose Fuel and Ignition Systems, Carburetor Co.	1695 Fernwood Ave	646-7742	auto repair and service	1-4
Roseville Center				
Little Caesar's	1215 W Larpeur Ave	644-9077	pizza restaurant	1-4
Roseville 4 Theatres	1211 W Larpeur Ave	488-4242	movie theater	n/a
Creative Expressions	1205 W Larpeur Ave	488-0219	home decor store	n/a
Rainbow Foods	1201 W Larpeur Ave	488-1825	grocery store	10-19
vacant building - former greenhouse	n/a	n/a	Bradley Real Estate, 631-2361	n/a
Advanced Lock and Key	1169B W Larpeur Ave	488-6044	lock and key store	1-4
Big Wheel Rossi	1169 W Larpeur Ave	488-6676	auto parts and supplies store	5-9
House of Wong	1163 W Larpeur Ave	488-6687	restaurant	n/a
Effective Air Systems Company	1161 W Larpeur Ave	487-2726	unknown	n/a
Blockbuster Video	1155 W Larpeur Ave	487-9573	video rental store	10-19
Verlo Mattress Factory Stores	1151 W Larpeur Ave	488-8727	mattress store	n/a
Sherwin Williams	1149 W Larpeur Ave	488-3767	paint and wallcovering store	1-4

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
Roseville Bakery	1147 W Larpenteur Ave	489-1714	bakery	n/a
Margolis Brothers Garden Center	1145.5 W Larpenteur Ave	488-7258	office for garden center	n/a
Northern Clearwater Ltd.	"	489-5885	unknown	n/a
Benson Optical, Sterling Optical	1145 W Larpenteur Ave	488-9569	optical goods store	1-4
Minnesota Fabrics	1135 W Larpenteur Ave	488-6758	fabric store	20-49
Papa John's Pizza	1133 W Larpenteur Ave	487-9990	pizza delivery	n/a
Expert Nails	1131 W Larpenteur Ave	488-2934	nail salon	n/a
Art's Barber Shop	1129.5 W Larpenteur Ave	489-1411	barber shop	1-4
Ken's Hair Designers	"	488-2579	beauty salon	1-4
Tall Choices Women's Fashion and Footwear	1127 W Larpenteur Ave	489-0945	women's clothing store	n/a
Snuffy's Malt Shop	1125 W Larpenteur Ave	488-0241	restaurant	n/a
Snyder Drug	1121 W Larpenteur Ave	488-5578	drug store	20-49
Fina / Fina Mart	1681 Lexington Ave	488-1223	gas station, convenience store	1-4
Fanny Farmer Candies	1701 Lexington Ave	488-2495	candy store	5-9
Grand Cleaners	1707 Lexington Ave	488-5021	dry cleaners	n/a
Fastbank Teller	n/a	n/a	ATM	n/a
Norwest Bank	1717 Lexington Ave	487-1480	bank	n/a
<i>Lexington Plaza Shoppes</i>				
Walgreens	1739 Lexington Ave	488-1962	drug store	n/a
Arthur's Jewelers	1745 Lexington Ave	488-0365	jewelry store	n/a
Hollywood Nails	1749 Lexington Ave	487-7997	nail salon	n/a
Jan Dodge (JD) Consignments	1751 Lexington Ave	487-2442	consignment shop	n/a
Cost Cutters	1753 Lexington Ave	488-9146	hair stylist	n/a
Subway	1755 Lexington Ave	487-1169	restaurant	n/a
vacant space	1757 Lexington Ave	n/a	formerly Coffee & Tea Ltd.	n/a
Top Temporary	1759 Lexington Ave	489-5000	temporary employment agency	n/a
Golf World	1763 Lexington Ave	487-2324	golf supplies	n/a
JR Fielding and Company	1767 Lexington Ave	489-7504	pipe and cigar shop	n/a
Mail Boxes Etc.	1769 Lexington Ave	489-5520	copying and mailing services	n/a
Framing Place	1771 Lexington Ave	488-0145	frame shop	n/a
Robert Paul TV	1789 Lexington Ave	489-8025	television and appliance sales	n/a
<i>Lexington Plaza</i>				
Keys Cafe	1682 Lexington Ave	487-5397	restaurant	n/a
City Looks International Salon	1684 Lexington Ave	488-5559	hair stylist	n/a
vacant space available	1686 Lexington Ave	n/a	Commercial Network, 338-2828	n/a
True Value Hardware	1688 Lexington Ave	488-0511	hardware store	n/a

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
Big Dollar Store	1692 Lexington Ave	488-7987	variety discount store	n/a
Circle of Life Gifts	1700 Lexington Ave	487-1571	gift shop	n/a
St. Paul Bagelry	1702 Lexington Ave	488-1700	restaurant	n/a
vacant space	1704 Lexington Ave	n/a	Paster Enterprises, 646-7901	n/a
Panda Garden Buffet	1706 Lexington Ave	488-5505	restaurant	n/a
Bicycle Chain	1712 Lexington Ave	489-4513	bicycle sales and accessories	n/a
Clean N Press	1714 Lexington Ave	489-1164	dry cleaners	n/a
vacant space	1716 Lexington Ave	n/a	Paster Enterprises, 646-7901	n/a
John's Tailors	1718 Lexington Ave	487-2110	sewing and alterations service	n/a
Dairy Queen	1720 Lexington Ave	489-4182	restaurant	n/a
Music Go Round	1722 Lexington Ave	487-7937	music store	n/a
One Hour Moto Photo	1724 Lexington Ave	n/a	film developing service	n/a
vacant space	1732 Lexington Ave	n/a	Paster Enterprises, 646-7901	n/a
Tobacco Express	1734 Lexington Ave	489-4028	tobacco products shop	n/a
Ron B Geller Jewelers	1736 Lexington Ave	487-1455	jewelry store	n/a
The Pet Connection	1740 Lexington Ave	488-2798	pet store	n/a
vacant space	1744? Lexington Ave	n/a	Paster Enterprises, 646-7901	n/a
The Best Steak House	1746 Lexington Ave	489-2900	restaurant	n/a
Earl's Pizza	1748 Lexington Ave	488-5585	restaurant	n/a
Red Wing Shoes	1750 Lexington Ave	488-3470	shoe store	n/a
Great Clips for Hair	1750.5 Lexington Ave	488-5918	hair stylist	n/a
Clary Chiropractic Life Center	1752 Lexington Ave	487-5950	chiropractor	n/a
The Scientific Research Consortium	1082.5 Dionne St	489-8939	unknown	n/a
vacant space	1084 Dionne St	n/a	Paster Enterprises, 646-7901	n/a
Rapit Printing	1085 Dionne St	487-1322	printing service	n/a
Restaurante De Ol' Mexico	1754 Lexington Ave	487-2847	restaurant	n/a
Lexington Professional Center	1790 Lexington Ave			n/a
Roseville Opticians	"	489-1100	optometrist	n/a
North Star Bank	1820 Lexington Ave	489-8811	bank	n/a
Lebens Flowers and Greenhouses	1021 W Larpenteur Ave	488-6707	gardening center	n/a
Superior Driving School / TS Auto Inc.	637 W Larpenteur Ave	487-5753	driving school	n/a
PM Security / Kelly Investigation Service Inc.	635 W Larpenteur Ave	488-1044	security services, investigators	10-19
R David Photography	633 W Larpenteur Ave	489-8096	photographer	n/a
vacant space available	6?? W Larpenteur Ave	n/a	call 481-6990	n/a
Larpenteur Barbers	627 W Larpenteur Ave	489-0363	barber shop	n/a
Norah Financial Services Inc. (NFS)	625 W Larpenteur Ave	488-4462	tax return preparation	1-4

DIRECTORY OF ALL BUSINESSES

Name	Address	Phone	Type	Est. Jobs
Farmers Insurance Group	621 W Larpeur Ave	488-6722	insurance agency	n/a
Artistic Kanine Clips	619 W Larpeur Ave	487-1916	pet grooming	1-4

Note: Employment numbers which are single numbers are taken from completed surveys (one part time job = 1/2 job). The ranges given for some employment come from the American Business Information database.

APPENDIX D
BUSINESS SURVEY

District 10 Como Park - The Garden District
Business Survey

This survey was administered in July and August 1997 to 39 businesses. Percentages may add up to be more than 100%, since some businesses checked more than one response per question. The format of some answers have been altered in order to better tabulate the responses.

1. What is your name?

2. What is your relationship to this business?

25 Owner - 65%
6 Manager - 15%
8 Other -- specify: _____ - 21%

3. What is the business name, address, and phone number?

4. What type of business is this?

Business function: _____

5 Wholesale trade - 13%
18 Retail trade - 46%
24 Service - 62%
1 Manufacturing - 3%

5. a) Is this the only location for this business?

29 Yes - 74%
10 No - 26%

b) If no, is this a franchise or chain?

4 Yes - 40%
6 No - 60%

6. When did your business first locate at this property?

6 Less than one year ago - 15%
14 1-5 years ago - 36%
5 5-10 years ago - 13%
13 More than 10 years ago - 33%
No answer: 1 (3%)

7. a) Was it located somewhere else previously?

25 Yes - 64 %
14 No - 36 %

b) If yes, where?

16 Elsewhere in St. Paul - 64 %
8 Elsewhere in Twin Cities region - 32 %
1 Outside the Twin Cities region - 4 %

8. Do you rent this space or own it? How many square feet?

22 Rent - 56 %
16 Own - 41 %

square feet: varies

9. Where is your customer base?

10 Local neighborhood - 26 %
0 Northwest St Paul - 0 %
2 Northwest St Paul and northern suburbs - 5 %
17 Twin City metro area - 43 %
10 Other -- specify: _____ - 26 %

10. Where do your employees live?

10 Local neighborhood - 26 %
0 Northwest St Paul - 0 %
2 Northwest St Paul and northern suburbs - 5 %
22 Twin City metro area - 56 %
4 Other -- specify: _____ - 10 %
No answer: 1 (3 %)

11. Do you receive a significant amount of business from Como Park visitors or fairground events?

5 Yes - 13 %
32 No - 82 %
Sometimes: 2 (5 %)

12. Is your business seasonal, or year-round?

2 Seasonal - 5 %
37 Year-round - 95 %

13. Why did you choose to locate your business here? (check all that apply)

- ☐ 19 Property was a good match for business needs - 49%
 - ☐ 12 Convenient for customers - 31%
 - ☐ 16 Cost of property/rent was affordable - 41%
 - ☐ 12 Close to owner's or manager's home - 31%
 - ☐ 3 Close to related businesses - 8%
 - ☐ 7 Attractive area, nice neighborhood - 18%
 - ☐ 11 Road access/traffic count - 28%
 - ☐ 2 Available infrastructure - 5%
 - ☐ 1 Referral from associate, acquaintance - 3%
 - ☐ 5 Assumed ownership of existing business already in this location - 13%
 - ☐ 8 Other -- specify: _____ - 20%
- No answer/don't know: 3 (8%)

14. What are the advantages of this location? (check all that apply)

- ☐ 10 Well maintained and managed property - 26%
 - ☐ 9 Large retail customer base - 23%
 - ☐ 25 Access to major roads or railways - 64%
 - ☐ 3 Proximity to suppliers - 8%
 - ☐ 6 Available labor pool - 15%
 - ☐ 3 Reasonable labor costs - 8%
 - ☐ 17 Attractive area, nice neighborhood - 44%
 - ☐ 8 Mix of local businesses - 21%
 - ☐ 16 Availability of parking - 41%
 - ☐ 12 Affordable building space for lease or sale - 31%
 - ☐ 1 Availability of public or private assistance to help expand operations - 3%
 - ☐ 11 Visibility of location - 28%
 - ☐ 3 Other -- specify: _____ - 8%
- No answer/none: 3 (8%)

15. What are the disadvantages of this location? (check all that apply)

- ☐ 1 Poorly maintained or managed property - 3%
 - ☐ 2 Low or declining retail customer base - 5%
 - ☐ 2 Unattractive area - 5%
 - ☐ 4 High land or building costs - 10%
 - ☐ 2 Vacant or poorly maintained properties - 5%
 - ☐ 0 Lack of qualified workers - 0%
 - ☐ 0 High labor costs - 0%
 - ☐ 3 Not a good mix of businesses - 8%
 - ☐ 2 Not enough foot traffic - 5%
 - ☐ 0 Not enough vehicle traffic - 0%
 - ☐ 7 Lack of adequate parking - 18%
 - ☐ 6 Security or safety concerns - 15%
 - ☐ 6 Lack of visibility of location - 15%
 - ☐ 6 Other -- specify: _____ - 15%
- No answer/none: 16 (41%)

16. a) Are there any improvements which would make this a better place to do business?
(check all that apply)

- _____ Infrastructure improvements
- 3 Roads - 8%
 - 6 Signs - 15%
 - 6 Lighting - 15%
 - 6 Parking - 15%
 - 8 Landscaping - 21%
 - 2 Other -- specify: _____ - 8%
 - 10 Property improvements/facade renovations - 26%
 - 4 Marketing campaign for neighborhood businesses - 10%
 - 4 Business association/more communication between neighboring businesses - 10%
 - 3 Business assistance programs (financing, technical assistance, etc.) - 8%
 - 0 Better availability of skilled workers - 0%
 - 6 Lowered costs of doing business (taxes, licenses, etc.) - 15%
 - 3 Improved safety - 8%
 - 5 More interaction with neighborhood - 13%
 - 3 A different mix of businesses in the neighborhood - 8%
 - 1 More communication with nearby city districts and municipalities and their businesses - 3%
 - 3 Other -- specify: _____ - 8%
- No answer/none: 12 (31%)

b) Who should be responsible for these improvements?

- 5 Myself/this business - 18%
 - 9 The city of St. Paul - 33%
 - 6 The landlord/property owner - 22%
 - 5 Other - 18%
- No answer/none: 10 (37%)

17. Are you planning to make any major investments in this property -- renovation, facade, etc. -- within the next year?

- 11 Yes - 28%
 - 26 No - 67%
- Maybe: 2 (5%)

18. a) Are you considering moving from this location within the next year?

- 3 Yes - 8%
 - 34 No - 87%
- No answer: 2 (5%)

b) If yes, why? varies

19. How many people do you employ? Full or part time?

- 828(#) Full time
- 448(#) Part time

20. In what ways do you contribute to the community? (check all that apply)

- ☐ 9 Membership in local trade, business or civic organization - 23 %
Specify: _____
☐ 21 Providing goods or services used by local residents - 54 %
☐ 3 Volunteering time - 8 %
☐ 12 Cash or in-kind donations - 31 %
☐ 10 Hiring neighborhood residents - 26 %
☐ 3 Other -- specify: _____ - 8 %

21. Which area do you most strongly identify with?

- ☐ 6 District 10 - Como Park The Garden District - 15 %
☐ 5 District 10 - east of Como Park - 13 %
☐ 4 District 10 - west of Como Park - 10 %
☐ 0 Northwest St. Paul - 0 %
☐ 11 St. Paul overall - 28 %
☐ 4 Other -- specify: _____ - 10 %
No answer: 9 (23 %)

22. Would be interesting in joining or helping to found a business association?

- ☐ 10 Yes - 26 %
☐ 17 No - 44 %
Maybe: 6 (15 %)
No answer: 7 (18 %)

23. What type of new business would make this a better place to do business?

_____ varies _____

24. What is your overall opinion of this community as a place to conduct business?

- ☐ 17 Very satisfied - 44 %
☐ 17 Somewhat satisfied - 44 %
☐ 0 Somewhat dissatisfied - 0 %
☐ 0 Very dissatisfied - 0 %
No answer: 5 (12 %)

25. Do you have any additional comments you would like to make?

APPENDIX E
SURVEY PARTICIPANTS

Survey Participants

St. Paul Family and Implant Dentistry (West and Stanton)
NorComp Corporation
Larpenteur Animal and Bird Hospital
Michael Collins, insurance
Chalet Dental (LJ Record and Associates)
Lyngblomsten
RE Palmen Inc.
Heers & Heers
Midwest Voicemail and Paging
Conny's Creamy Cone Inc.
Twin City Industrial Motor Repair Inc.
Como Bike Shop
Kuan Auto Repair
American Sports Nutrition
K&L Auto Sales
Pizza Man
Gaetz Architects Inc.
Guaranteed Clean Maintenance
Orthopaedic Equipment Services
Engraphics
TCT Network
Wagner Management Inc.
Tom Thumb (Como)
A Wide World of Travel
Commercial Electric Company of the Twin Cities
Total gas station
The Salvation Army Booth Brown House
Ed Coleman Sales and Service Inc.
Hubert H. Humphrey Job Corps Center
MGM Liquor Warehouse
Sholom Home Inc.
Pinball Plus
A Better Phone Center
Laser Toner Refill Service (LTRS)
Northwest Camera and Video Repair
Nelson Cheese and Deli
JO Thompson Inc.
NJ Oriental
Hope Chiropractic

Refusals

Mac's Fish and Chips
Thayer and Beedon, dentists
Hit e and Sundeen, dentists
Minn Health
Boos Dental Lab
Auto Craft

Agreed, but didn't return survey

RW Sales
Bisciglia Construction
Bascali's Brick Oven
Tom Thumb (Larpenteur)
MGM International
Iverson Law Office
Midtown Cleaners
Patrick's

APPENDIX F
VACANT PROPERTIES IN DISTRICT 10

VACANT AND UNDERUTILIZED PROPERTIES

Type of Property

A vacant space in commercial building/strip mall (may include multiple spaces)

B free-standing vacant building or empty lot

Type	Address	Description	Contact
DISTRICT 10			
B	1144 W Larpenteur Ave	Former insurance company	call 704-0300
B	Maryland and Dale	Empty corner lot	Don Trembley, 633-2121
A	1565 Como Ave	Office space for rent	call 483-3431
B	1535 Como Ave	Former racquetball club	contract pending
A	1612 Como Ave	Office space for rent	Wagner Management, 780-7932
A	1640 Como Ave	Office space for rent	Welsh Companies, 897-7845
B	1607 Breda Ave	Vacant warehouses and yard	n/a
B	1645 Energy Park Dr	Vacant big box retail site	Cambridge Commercial, 933-0042
B	1471 Brewster St	Vacant warehouse	n/a
A	1025 N Lexington Pkwy	Warehouse space for rent	Gary, 646-3079
A	1360 Energy Park Dr	Space in Energy Park Financial Center	Wellington Management, 292-9844
A	1400 Energy Park Dr	Space in Energy Park Plaza	CM Commercial, 222-4600
A	1410 Energy Park Dr	Space in Energy Park Plaza	CM Commercial, 222-4600
A	1380 Energy Ln	Office space for rent	CB Commercial, 924-4666
A	1021 E Bandana Blvd	Space in Bandana Square	call 642-1509
B	1217 N Bandana Blvd	Former Children's Museum	n/a
B	???? N Bandana Blvd	Vacant building near railroad tracks	n/a

DISTRICT 6

B	1176 N Dale St	Former automobile service station	n/a
B	1192 N Dale St	Former restaurant/bar	n/a

FALCON HEIGHTS

A	1583 N Hamline Ave	Office space for rent	call 483-3431
---	--------------------	-----------------------	---------------

ROSEVILLE

A	1315 W Larpenteur Ave	Space in Solar Car Wash building	call 645-5581
B	11XX W Larpenteur Ave	Former greenhouse	Bradley Real Estate, 631-2361
A	1757 N Lexington Ave	Space in Lexington Plaza Shoppes	Commercial Network, 338-2828
A	1686 N Lexington Ave	"	"
A	1704 N Lexington Ave	"	Paster Enterprises, 646-7901
A	1716 N Lexington Ave	"	"
A	1732 N Lexington Ave	"	"
A	174X N Lexington Ave	"	"
A	1084 Dionne St	"	"
A	6XX W Larpenteur Ave	Office space for rent	call 481-6990

APPENDIX G
LOCAL RESOURCES AVAILABLE

BUSINESS RESOURCES AVAILABLE FOR DISTRICT 10

ST. PAUL

The Business Resource Center

One call to Saint Paul's Business Resource Center (266-6600) can connect you with information, technical assistance, financing, site searches, and job training -- anything you need to start or grow your business.

We work with partners as well as City and State regulatory agencies, neighborhood business associations, private lenders, neighborhood and community development corporations, and the commercial real estate community to provide you with a vast network of information and resources.

If you're looking for a place to start or room to grow, the we can identify sites in Saint Paul and connect you with brokers and property owners. Whether you're looking for 500 square feet of office space or a 100,000 square foot manufacturing facility, we can help.

St. Paul Port Authority

1900 Landmark Towers
345 St. Peter Street
Saint Paul, MN 55102
(800) 328-8417 toll free, (612) 224-5686 phone, (612) 223-5198 fax

The industrial development agency for the City of Saint Paul, Minnesota and Metro East region of the Twin Cities, offering services in:

- Real estate financing
- Working capital and equipment loan guarantees
- Customized job training programs for new employees
- Various one-stop business services tailored to your needs
- Referrals and technical assistance
- Industrial site selection

If your industrial or manufacturing firm is at least two-years-old and looking at expansion or relocation opportunities in Saint Paul or Metro East, please call us for a free expansion "Tool Chest". Or write via Internet e-mail at: "info@sppa.com".

Metro East Development Partnership (MEDP)

332 Minnesota Street, Suite N-205
St. Paul, MN 55101
(612) 223-5000

Small Business/Entrepreneurial Mentoring Program: The Small Business/Entrepreneurial Mentoring Program provides professional business advice to existing small and new companies that show job potential. Existing or start-up companies currently located in Ramsey, Washington, or Ramsey Counties are eligible; limited to manufacturing, research/development, and service companies.

Assistance includes accounting, labor and training, administration, manufacturing/production, business planning, marketing, real estate, financing advice, research, patents and licensing, and other services. After a business qualifies, a team is selected that best meets specific client needs. The mentor(s) and client design a plan and time line, and work together between 10 and 30 hours, depending on the need.

Neighborhood Development Center (NDC)

651-1/2 University Avenue
Saint Paul, MN 55104
(612) 291-2480

Service Area: Districts 3,5,6,8,9, and 16 of St. Paul

- Micro-Entrepreneur Training and Loan Program. Provides management and business skills training for people interested in owning their own businesses, who may lack the experience or capital.
- Program is coordinated through existing neighborhood groups including:
 - Aurora Saint Anthony Block Clubs (222-0399)
 - Fort Road Federation (298-5599)
 - Frogtown Action Alliance (224-7184),
 - Riverview Economic Development Association (222-6347)
 - Selby Area Community Development Corporation (225-9452)
 - North End Area Revitalization (488-1039)
- A Hmong Micro-Entrepreneur Program for NDC is coordinated by Kou Vang and is available on a bilingual basis.
- Recipes for Success. For people who have a food idea and want to start their own business. The course provides business plan training, kitchen space, regulatory advice.

Women Venture

2324 University Avenue
Saint Paul, MN 55114
(612) 646-3808

- Small Business Assistance Office: Offers one-to-one business assistance preparing business plans, including a micro-entrepreneurial program.
- Working on publishing condensed multilingual version of Business Guide.
- Urban Initiative Program: Source of funds for various Urban Initiative Challenge Grant programs.
- Refugee Self-Employment Training Program

MINNESOTA

Minnesota Small Business Assistance Office

500 Metro Square
121 7th Place East
Saint Paul, MN, 55101-2146
(612) 296-3871

The purpose of the Minnesota Small Business Assistance Office is to reduce the information costs associated with the start-up, operation, or expansion of a business in Minnesota.

The office publishes material on small business formation and operations, including "A Guide to Starting a Business in Minnesota", and "An Employer's Guide to Employment Law Issues in Minnesota". The office conducts seminars and workshops on management topics, provides assistance on regulatory issues, maintains a regulatory library, and facilitates obtaining environment permits.

Metropolitan Economic Development Association (MEDA)

Suite 370 Hennepin Square
2021 E. Hennepin Avenue
Minneapolis, MN 55413
(612) 378-0361

MEDA is a nonprofit organization that provides assistance to businesses owned and managed by ethnic minority Minnesotans. MEDA's mission is to help the Minnesota minority entrepreneur succeed and achieve profitability in the free enterprise system.

- Minneapolis/St. Paul Minority Business Development Center (MBDC): The MBDC, operated by MEDA and funded by the Dept. of Commerce, provides new and existing businesses with services to develop growth-oriented profitable businesses.
- Minnesota Minority Supplier Development Council (MMSDC): The MMSDC provides access for the promotion, education, and development of Minority Business Enterprises (MBEs)..
- Minority Business Enterprise In-put Committee (MBEIC): The MBEIC consists of certified Minority Business Enterprises. MBEIC's mission is to foster a harmonious relationship between minority suppliers and the corporate community.

FEDERAL

Small Business Administration District Office

610-C Butler Square
100 N 6th Street
Minneapolis, MN 55403
(612) 370-2343 phone, (612) 370-2303 fax

Certified Development Companies for SBA 504 Program

- Saint Paul/Metro East Development Corporation
23 Empire Drive, Suite 282
St. Paul MN 55103
(612) 225-4900 phone, (612) 225-4787 fax
- Twin Cities-Metro Certified Development Company
4105 Lexington Avenue, North, Suite 170 Arden Woods
Arden Hills MN 55126-6181
(612) 481-8081 phone, (612) 481-8280 fax

SCORE (Service Corps of Retired Executives)

Lowry Medical Bldg.
65 E. Fifth Street
Saint Paul, MN 55102
(612) 223-5010

Services for start-ups and businesses less than two years old:

- Personalized Business Counseling: One-on-one counseling with experienced representatives from numerous fields.
- Going into business seminars
- Business loan seminar

SMALL BUSINESS DEVELOPMENT CENTERS

Minnesota Department of Trade and Economic Development

500 Metro Square
121 Seventh Place East
St. Paul, MN 55101-2146
(612) 297-5773 phone, (612) 296-1290 fax

Century College Small Business Development Center

Century Avenue, N., Suite 230-H
White Bear Lake, MN 55110-1894
(612) 773-1794 phone, (612) 779-5802 fax

Dakota County Technical College Small Business Development Center

1300 145th Street East
Rosemount, MN 55068
(612) 423-8262 phone, (612) 423-8761 fax

Minnesota Project Innovation Small Business Development Center

111 Third Avenue South, Suite 100
Minneapolis, MN 55401
(612) 347-6751 phone, (612) 338-3483 fax

University of St. Thomas Small Business Development Center

23 Empire Drive
St. Paul, MN 55103
(612) 962-4500

COMMUNITY PLANNING RESOURCES AVAILABLE FOR DISTRICT 10

Center for Urban and Regional Affairs

330 HHH Center
301 19th Avenue S.
Minneapolis, MN 55455
(612) 625-1551 phone, (612) 626-0273 fax

CURA encourages and helps support University faculty and students (usually graduate students) who work on research projects growing out of major issues of public concern to the citizens of Minnesota. In virtually all cases this research is done in conjunction with persons, agencies, or community groups outside the University, often those in the public sector at the local, regional, or state level.

CURA acts as a clearinghouse, making it possible for all parts of the University to share their expertise and resources with community groups and public agencies.

Neighborhood Planning for Community Revitalization (NPCR)

330 HHH Center
301 19th Avenue S.
Minneapolis, MN 55455
(612) 625-1551 phone, (612) 626-0273 fax

The Neighborhood Planning for Community Revitalization (NPCR) program is a new effort to provide applied research assistance to community-based organizations in the Twin Cities. The primary responsibility of the NPCR program is to enhance the capacity of Twin Cities community-based organizations through access to research resources at Twin cities academic institutions. The secondary goal of NPCR is to provide faculty and students of local post-secondary educational institutions with increased opportunities for completing useful, neighborhood-driven applied research learning projects.

The Urban Coalition

2610 W University Avenue, Suite 201
St. Paul, MN 55114
(612) 348-8550 phone, (612) 348-2533 fax

The Urban Coalition's mission is to increase the capacity of low-income, African American, American Indian, Asian/Pacific and Chicano/Latino communities to address political, economic and social concerns that are identified, and to promote the public dialogue through research-based advocacy and policy work. These goals are pursued through research, public policy, technical assistance, advocacy and capacity-building.

The Urban Coalition's Community Information Clearinghouse (CIC) is your source for information about community issues and conditions. CIC staff brings together information from a variety of sources to answer citizens' questions about housing, poverty, crime and other concerns.

Minnesota Design Team

AIA-Minnesota, Suite 54
275 Market Street
Minneapolis, MN
(612) 339-3577

The Design Team today is a well established and respected group of volunteer professionals. The Design Team assists communities in planning and designing a viable, appropriate future. The Design Team works not only with design issues like main street improvements, but also with the fundamental planning process that allows communities to take the initiative in continuing to plan a future that reflects the dreams and interests of the community.

APPENDIX H
EXAMPLES OF PLANNING STRATEGIES

IMPLEMENTING

LOCAL

BUSINESS

RETENTION

AND

EXPANSION

VISITATION

PROGRAMS



**BUSINESS RETENTION & EXPANSION
VISITATION PROGRAM**

**Is It FOR
OUR COMMUNITY?**

George Morse and Scott Loveridge

**NERCRD
Publication
No. 72**



CONTENTS

Is a BR&E Visitation Program for You and Your Community?	6
Why are Existing Businesses Important to Development?	6
What is the BR&E Visitation Program?	7
What are the BR&E Visitation Program Objectives and Process?	7
Objectives	7
BR&E Visitation Process	8
Local Roles in the BR&E Visitation Program	9
Overall Coordinator's Role	9
Leadership Team's Role	9
Task Force's Role	9
Volunteer Visitors' Role	10
Visited Firm Operator's Role	11
Reasons Volunteers Participate	11
How the BR&E Visitation Program Benefits Volunteers and Communities	11
Benefits to Volunteers	11
Benefits to Communities	12
What are the Costs of a BR&E Visitation Program?	13
Volunteer Time: Cost or Value?	13
How Long Does it Take?	13
How Many Hours are Required Per Person?	14
Cost of Doing the Applied Research	14
Fees Charged to Communities	14
Other Local Costs	14
What Assistance is Provided by Universities, State Agencies, and Others?	15
How Can I Learn More About This Program Before I Decide?	15
Visit Other Towns	15
Speaker Phone	15
Contact a Certified BR&E Master Consultant	15
Appendix A: Glossary of Terms in BR&E Visitation Programs	16
Research Cited and End Notes	17



A BR&E VISITATION PROGRAM FOR YOU AND YOUR COMMUNITY?¹

If you are interested in encouraging economic development in your community, this booklet is for you. Whether you are a professional economic developer, a chamber of commerce official or member, a local government official, an education official, or an interested citizen who wants to see your area become more economically resilient, you will be interested in this approach to economic development. It's called the Business Retention and Expansion Visitation (BR&E Visitation) program.

This booklet will help you understand this local development strategy, its benefits and costs, and what you and your community need to do to have a successful local program. This booklet will help you decide whether or not to adopt this strategy, and, if you do, how to do it. This booklet and the accompanying video can help you see the possibilities for your own community. The final results depend upon **you** and **your community**.

To help you decide if this approach fits your community, we ask the following questions:

- Why are existing businesses important in local economic development?
- What is the BR&E Visitation program?
- What are the BR&E Visitation objectives and process?
- What roles do local citizens and leaders play in the program?
- What are the benefits to a community and to the volunteers in program?
- What are the costs of the program?
- What assistance is provided by universities, state agencies, and others?
- How can you learn more about this program?

WHY ARE EXISTING BUSINESSES IMPORTANT TO DEVELOPMENT?

Existing firms are an engine of economic growth. Some studies estimate the percentage of new jobs created by existing firms as high as 80%, while the most conservative estimates say 40%.² When a community commits to working with its existing firms, it commits to working with a group of firms that are important to the future of the local economy, and to those who have already invested in the community.

Many communities have pursued policies designed to attract outside firms to move into the area. However, such a strategy is not likely to be effective if existing businesses are not happy with the local business climate. Sometimes communities that are successful at attracting new firms do not see much growth. While new firms come in the front door, their existing firms downsize or exit through the back door. Increasingly, communities are recognizing that it makes sense to pay attention to the survival and growth of their existing firms.



WHAT IS THE BR&E VISITATION PROGRAM?

Business Retention and Expansion (often simply called BR&E) includes all efforts to encourage the survival and growth of a community's existing businesses.

Examples of the hundreds of possibilities include:

- Providing technical training for new employees.
- Providing management seminars for employers.
- Helping firms identify local sources of input supplies and materials.
- Encouraging better labor/management relations.
- Reducing the cost and upgrading the quality of local government services.
- Establishing better school-workplace relations and fit.
- Retaining youth in the community.

All of these examples help firms to become more productive and thus more competitive. These ideas don't try to hold the clock in place or to roll it back. Instead they help your local firms stay ahead of their competitors in other communities.

A BR&E Visitation program is a planning process for setting priorities for community sponsored Business Retention and Expansion programs that best fit the needs of local firms. A BR&E Visitation program recognizes that few communities can do everything that they would like to do to help their existing firms. Your community probably does not have the funds nor the leadership time to do it all. So—you have to decide what types of projects could do the most for your local firms. Your priority projects depend on the types of firms in your community, the competitive pressures they are facing, the nature of your local public services, the qualities of your labor force, and many other factors.

WHAT ARE THE BR&E VISITATION PROGRAM OBJECTIVES AND PROCESS?

Most local BR&E Visitation programs have the following objectives and visitation process:

Objectives

- Demonstrate to local businesses that the community appreciates their contribution to the local economy.
- Help existing businesses solve problems.
- Assist businesses in using programs aimed at helping them become more competitive.
- Develop strategic plans for long-range business retention and expansion activities.
- Build community capacity to sustain growth and development.



BR&E Visitation Process

Typically, there are four stages to the BR&E Visitation Process:

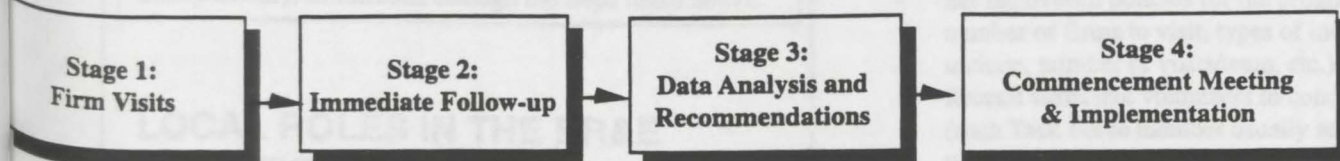


Figure 1: Flow diagram of the four typical stages in the BR&E Visitation Process.

Stage 1: Firm Visits

Activity

Organize Local Task Force
Recruit Firm Visitors
Train Firm Visitors
Visit Firms

Who Does It

Leadership Team/Consultant
Task Force
Leadership Team/Consultant
Volunteers and Task Force

Stage 2: Immediate Follow-up

Activity

Review surveys
Assist Firms

Who Does It

Task Force/Consultant
Task Force and Others

Stage 3: Data Analysis and Recommendations

Activity

Computerize Survey Results
Analyze Data
Suggest Projects

Review Suggested Projects
Adopt Projects to Implement
Review Outside Sources of Assistance

Who Does It

University Faculty
University Faculty
Development Experts and
University Faculty
Task Force/Consultant
Task Force
Task Force and Outside Groups

Stage 4: Commencement Meeting and Implementation

Activity

Share Results at Commencement Meeting
Implement Projects

Who Does It

Task Force
Task Force and Others



VIDEO SEGMENT

If you would like a quick illustration of the steps in the BR&E Visitation process, view segment 1 of the video that accompanies this set of booklets. That segment follows Sibley County, Minnesota, through the steps listed above.

LOCAL ROLES IN THE BR&E VISITATION PROGRAM

Overall Coordinator's Role

As with any successful program, someone has to be the spark plug for it. The spark plug for the BR&E Visitation programs is the Overall Coordinator (or Chair of the Leadership Team). His/her formal duties include convening the Leadership Team and serving as meeting chair.

Leadership Team's Role

Three or four other local citizens need to share the leadership role with the Overall Coordinator: Media Coordinator, Visitation Coordinator, Business Resources Coordinator, and Milestone Meeting Coordinator.

The Media Coordinator helps to coordinate media coverage.

The Visitation Coordinator helps organize the Task Force and Visitation Teams to prepare for the firm visits.

The Business Resources Coordinator helps organize the Team to respond to the firms' urgent and immediate concerns.³

The Milestone Meeting Coordinator helps organize the Task Force retreat, the business resources meeting, and the community commencement meeting.

All members of the Leadership Team participate in all stages, with *each* Coordinator serving as the quarterback at different stages of the program. The publication *Local Leadership Team Manual* gives more details on the roles and responsibilities of the Leadership Team and the Overall Coordinator.

Task Force's Role

The BR&E Visitation Task Force's main responsibilities are to:

- Set the overall policies for the program (e.g., number of firms to visit, types of industries to include, number of visits/team, etc.).
- Recruit sufficient volunteers to conduct program (each Task Force member usually recruits one or two Volunteer Visitors).
- Assist in securing written endorsements from local organizations.
- Attend the firm visit orientation and visit at least two to four firms each.
- Participate in two meetings to handle the immediate concerns of local firms and to assist in the follow-up work.
- Review the research results and set priorities for long-term projects for BR&E (done in a four-hour mini-retreat).
- Assist in planning the community commencement meeting.
- Assist, as appropriate, in the implementation of the projects.
- Attend quarterly progress reporting sessions for a year after adopting the priority projects.

Each Task Force member will need to contribute about twenty hours prior to the community commencement meeting. This is spread over several months for less than one hour per week. Naturally, some Task Force members will spend more time because they become very involved in helping businesses with immediate concerns, but typically, this involvement is part of their "day-job" responsibilities. Each Task Force member's specific responsibilities for ongoing implementation are arranged after the projects are identified.

Diversity of Task Force Membership

As illustrated, your BR&E Visitation Task Force should consist of five different groups of community leaders: (1) Business Leaders, (2) Development Professionals, (3) Local Government Officials, (4) Education Officials, and (5) other key Community Leaders. Your Task Force needs this diversity because each of these leader categories can contribute to the solution of local business development problems. For example, business owners can help the Task Force better understand the problems expressed in the surveys. School officials have been able to help start school/business partnerships and to reform educational

programs to address business needs. Local elected officials need to learn about concerns with public services. And professional developers often have information on state and federal programs that are needed by firms. A recent research project has shown that groups that have a broad-based Task Force are more likely to implement their priority projects than those that don't.⁴

If you live in a sparsely populated area, you may feel that you can't get everyone from all five groups. Experience has shown that almost every community can find someone in each of these roles. They may not live in your community, but their territory includes your community. Invite them!

Eligibility for Task Force

What skills do you need to be an effective Task Force member? Task Force members need to be recognized community leaders because an influential group is needed at various times during the process:

When you need to handle the immediate concerns of the firms.

When projects are selected.

When projects are presented to the public.

Beyond being a recognized community leader, Task Force members who possess a basic understanding of the local economy and work easily with others will be effective.

Whom Should We Invite to be on the Task Force?

Business Leaders:

- Chamber of Commerce Officers
- Bankers or other Financial Institution Members
- Local Utility Managers
- Other Business Owners or Managers
- Representatives from other Development Groups

Development Professionals:

- Chamber of Commerce Staff
- Regional Utility Development Professionals
- Regional Development Commission Staff
- Staff from other Development Groups

Local Government Officials:

- City Government Officials
- County Commissioners or Officials

Education Officials:

- Superintendents of Elementary and Secondary Schools
- Vocational School Superintendent (one covering school district area)
- Community College Presidents
- Extension Service Agent

Other Community Leaders:

- Religious Leaders
- Other Key Leaders

Volunteer Visitors' Role

Volunteer Visitors must attend a two-hour orientation. During orientation, the Leadership Team will help the volunteers identify their Visitation Team member and learn how to interview firm managers or owners. They also will be assigned the (two to four) firms they will visit. This requires between six to eight hours of total time. These visits are usually done within a two- to four-week period.

In previous programs, Volunteer Visitors have represented a cross-section of professions and organizations. In addition to business persons and economic development professionals—ministers, plumbers, and school superintendents have been Volunteer Visitors. Despite this variety, all volunteers should be enthusiastic about the program, influential in the community, and must understand the confidentiality of the information they will be gathering.



Local influential leaders who are active in the community are usually the best volunteers because they recognize the importance of helping to improve the community's economy and well-being.

Volunteer Visitors should include people from both the public and private sectors. Volunteers such as chamber of commerce executives are important to the program because they have the resources, contacts, and leverage to address many of the concerns that industry reveals during the visits. And when your roster of volunteers also includes business owners and executives from the private sector, the program is more legitimate from industry's point of view. The program is perceived as more of a community effort rather than a "chamber," "council," or "city" effort; in some communities, these labels could damage the credibility of the program.

Visited Firm Operator's Role

Typically between thirty and one hundred firms are visited. Generally, Volunteer Visitors are instructed to interview the firm owner or operator, but if this person will be unavailable for a long period of time, then volunteers are instructed to interview the highest management official possible.

REASONS VOLUNTEERS PARTICIPATE

Many volunteers participate because they care about the economic development of their community. Some volunteers (public officials, extension agents, development department representatives) participate because the program is essentially an extension of their current job. Some volunteers participate because they want to learn more about local industry, while others (new residents) participate because they want to learn more about their community in general. Still others (public officials, new residents, business owners and managers) participate because they want to meet new people and develop more personal and professional relationships, while others (retirees, housewives) participate because they want to become more active in their community. And still others participate because of peer pressure. These are just some of the reasons that volunteers have been motivated to participate in previous programs.

HOW THE BR&E VISITATION PROGRAM BENEFITS VOLUNTEERS AND COMMUNITIES

Benefits to Volunteers

Citizens and local leaders who have worked with the BR&E Visitation program cite the following reasons why they have been active participants:⁵

- **BR&E Visits are *fun***

We guarantee you will have *fun*! Everybody says, "This is fun" after completing their first firm visit. You'll enjoy socializing with other key community leaders and participating in important community decisions.

- **BR&E Visitation Program *builds networks***

You can *build networks* with other local businesses and leaders, and with regional and state economic development professionals. These contacts can often help your business or future development efforts.

- **BR&E Visitation Program is a *learning experience***

You will *learn* about your local economy's strengths and weaknesses from the perspective of local businesses and gain insights on how your community is likely to develop in the future. You will *learn* about new options for working with existing firms and ways you can shape your community's destiny.

- **BR&E Visitation Program brings the community *together***

In many communities, citizens and local leaders are thinking about their future, but they're not working *together* to have an impact on the future. The BR&E Visitation program can bring your community *together*. Business persons, local government officials, education officials, professional developers and interested citizens all work *together* for the benefit of existing local businesses and their community.



BR&E Visitation Program is *do-able*, and it gets results

Citizens just like you and your neighbors have *done* this program in all sizes and types of communities. Excellent BR&E Visitation programs have been completed in rural, suburban, and urban areas and are getting *results*. Naturally, it's more rewarding to work on projects that are both feasible and achieve *results*.

BR&E Visitation Program demonstrates that "we care about business"

Just visiting firms demonstrates that your community *cares* about its local businesses and appreciates their economic contributions to the area. It's surprising how many business leaders feel unappreciated and have not been personally told that the community values them.

BR&E Visitation Program is *low risk*, but only if done correctly

If you follow the guidelines in these manuals, the BR&E Visitation program is *safe*. As a local leader said, "How can you possibly lose?"⁶

Benefits to Communities

Improved Public Relations with Existing Firms

Most BR&E Visitation programs send two community leaders to visit each firm; this results in improved public relations with them. Research has shown that demonstrating a pro-business attitude was rated as one of the greatest benefits of the program.⁷ Many firm owners have said: "This is the first time anyone has come to visit us and really listen to our opinion."

Help Firms Solve Problems

Often firms have concerns that require immediate attention. The BR&E Visitation approach outlined in these booklets is an effective means of quickly addressing many of these concerns. For example, the Portage County, Ohio, BR&E Visitation program provided business incentive information to twenty-two of the sixty-nine firms visited in 1994. Four of these firms are planning investments of over \$20 million and the addition of 117 jobs.

In St. Paul, Minnesota, a firm owner mentioned during

a BR&E visit that the firm might be forced to close due to a fire code problem. The BR&E Visitation program contacted the St. Paul Port Authority who worked with the firm and the fire department to develop a solution, saving 124 jobs. In reviewing the survey results, Task Force members in Harrisville, West Virginia, learned that local firms were losing business and missing shipments because the road into town was poorly marked. The Task Force worked with state government to correct the problem.

- **Help Firms Become More Competitive**

Profits are essential for the retention and expansion of firms. For a firm to survive, it must make a profit—at least over the long run. If your local firms can make more profit in your community than in others, you won't have any trouble retaining them. Since profits increase with higher prices per unit and lower costs per unit, other things being equal, BR&E programs that help firms reduce costs or increase values add to the firms' competitiveness. For example, when the Becker Otter Tail Dairy BR&E project in Minnesota found financing was a bottleneck for expansion of many local dairy farmers, the Task Force set up a dairy financing conference, which attracted ninety local bankers. Already, over \$3 million in new dairy facilities are in development. In Taylor County, West Virginia, the local BR&E Visitation Task Force found that workers lacked math skills, so they worked to establish a business and education partnership. This resulted in the development of a new program, which provides math training to workers. To give incentives to workers, a local greenhouse gave raises to workers who completed the math program. With their new math skills, workers make fewer mistakes when they mix chemicals, which saves the company money, and underscores concern for environmental issues.

- **Develop Action-Based Strategic Plans for BR&E Visitation**

Few communities can tackle all of the BR&E projects that could benefit local firms. The BR&E Visitation process outlined here helps the Task Force use the data to reach a consensus on high priority projects. A recent study found that one hundred percent of the most successful BR&E Visitation programs had written action-based strategic plans.⁸ For example, the Anaconda, Montana, BR&E Visitation program developed an action-based strategic plan, which resulted in the following projects:



1. The development of a Jack Nicklaus golf course where an ugly hazardous waste site had been located at the entrance to the community.
2. The retention of a state hospital, saving five hundred jobs.
3. The development of business start-up educational programs that resulted in forming eleven new businesses and expanding seventeen home-based businesses.⁹

- **Build Community Capacity for BR&E**

The most important long-term benefit of this action-based approach to BR&E Visitation is that it builds the capacity of the community to do BR&E. Four important aspects of this improved capacity are:

1. Stronger collaboration between local development agencies, local governments, citizens, educators, and local businesses.
2. A better understanding by local leaders of the strengths and weaknesses of their community's local business climate.
3. Better communication among businesses and leaders.
4. Better linkages to state and federal development assistance.

A study of an Ohio BR&E Visitation program found stronger collaboration among a wide variety of local leaders—due largely to the process used by the Task Force to deal with immediate individual concerns¹⁰ (for more information see *The Local Leadership Team Manual* p. 9). If you want to attract new firms, you must understand your community's strengths and weaknesses—from the perspective of the business world. No group is in a better position to tell you what these are than your existing firms. Prospective firms considering your area as a location will send a team to visit them.

You will have more success in attracting new firms if you talk with your local firms first and understand your community's strengths and weaknesses. For example, Fayette County, Ohio, had a long-standing reputation as having a poor labor climate as a result of strikes over twenty years earlier. However, the BR&E Visitation survey found that labor/management relations at the time of the survey were very good. The local Task Force used this information to successfully market their community to several new industrial prospects.¹¹ Although very few economic development programs

focusing on industrial attraction operate on a countywide basis, most BR&E Visitation programs do. This enables communities of varying sizes to pool their resources to help their existing firms compete.

WHAT ARE THE COSTS OF A BR&E VISITATION PROGRAM?

So much for the *benefits*, what are the *costs* of doing a BR&E Visitation program? Let's take a look at these. Compared with many economic development programs, the BR&E Visitation Program is an extremely low-cost option.

Volunteer Time: Cost or Value?

If you have a home flower garden and enjoy working in it yourself, how do you estimate the cost of your time? Do you simply take your average hourly wage times the hours you work? Or, since you are having fun, do you assume your time is either free or that you would need to charge yourself an entertainment fee? It's not clear cut, is it?

We run into the same problem when estimating the cost of volunteer time for the BR&E Visitation program. Because most people consider it fun to visit firms, it might be incorrect to estimate the value of their time as a cost. If you do count this time as a cost, citizens and local leaders collectively contribute about \$25,000 in time to an average BR&E Visitation program.

How Long Does It Take?

A BR&E Visitation program takes two to three years to complete. Organizing the local Leadership Team usually takes one to two months. The firm visits and action-based strategic planning efforts take from four to nine months. The rest of the time is devoted to implementing the plans. Local economic development takes time and effort. It would be a mistake to recruit the Leadership Team and Task Force members on the promise that the program commitments would be completed in six months. That promise would forecast a program that develops a strategic plan that sits on the shelf and never gets implemented.



How Many Hours Are Required Per Person?

Naturally, this varies considerably with the community, its problems, and the local leaders, but on average, the most time is spent by the Leadership Team, followed by the Task Force, and then the Volunteer Visitors. All three groups typically visit firms. In addition, the Task Force meets to set policy and to consider the survey results and future actions. Often, the Leadership Team convenes between Task Force meetings to set the stage for effective Task Force meetings.

Table 1: * Summary of Estimated Time Commitments of BR&E Visitation Participants

Participants	Number Participants per Program	During Visits and Planning Phase (4 to 9 months)	During Implementation Phase (1 to 2 years)
Local Citizens & Leaders			
Overall Coordinator	1	70	40
Other Leadership Team Members	3-4	45	30
Task Force Members	25-30	20	20
Volunteer Visitors	25-30	10-20	0
Firm Owner/Operators	30-100	1	0
Technical Assistants			
BR&E Consultants ¹²	1	100	30
Computer Technician	1	24-45	0
Report Writer	1	100	0
Professional Review Team	15	5	0

Includes time spent in meetings. Time spent on implementing projects varies considerably based on priorities identified and individual skills.

Cost of Doing the Applied Research

On the research side, estimating the costs are easier. There are costs for entering the data, doing the computer work, analyzing the results and writing the reports, printing the reports, and traveling to the community to present the results. Together with the time and travel of the BR&E consultants, these average about \$15,000 per program.

Fees Charged to Communities

Fees range from zero to \$15,000 per program. The difference between the costs and fees is paid from a variety of public and private agencies depending on the state.

You'll need to check with your state's sponsoring agency to determine the fees in your area.

Other Local Costs

In addition to program fees, you need to plan for expenses associated with mailings and meeting expenses. Plan on postage and photocopy expenses of about ten dollars per firm targeted for a visit. Effective volunteer participation also requires mailing of meeting notices. Volunteer participation is usually enhanced if a small amount of money is available for light refreshments at meetings. Recruiting a strong Local Leadership Team is critical to obtaining sufficient financial support for an effective program.



WHAT ASSISTANCE IS PROVIDED BY UNIVERSITIES, STATE AGENCIES, AND OTHERS?

One hundred percent of the most successful BR&E Visitation Programs have written reports.¹³ The written research report is important because it summarizes the data from your surveys and presents it in a strategic problem-solving framework. In addition, the report (or a written summary) should show which projects your group considered and which were adopted as priorities. The report should list the problems (as reported by firms visited), the solutions (as developed by the Task Force and others), and commitments to act (i.e., the names of persons on your Task Force who agree to help with specific projects).

Is it better to have an outside researcher write the report or to have a local person do it? It is not necessary to have an outside researcher write the report, but there are several advantages if you do:

- Objectivity on causes of local problems.
- New perspectives on potential solutions.
- Access to a range of expert opinions and resources.
- Professionalism in the content and presentation of the report.

Many states have a state level organization that analyzes the data and prepares the research reports. In some states this is done by faculty at a University, often those working with the Cooperative Extension Service. In other states, the Department of Development or a utility company handles this. Check with your state development agency, your local development professionals, or your county extension office for information on who does this in your state. Alternatively, you can obtain a list of researchers from the Business Retention and Expansion International Web Page (<http://www.brei.org>).

HOW CAN I LEARN MORE ABOUT THIS PROGRAM BEFORE I DECIDE?

Visit Other Towns

Your best bet is to talk with local leaders in a community that has done the program. If you have the time and funds available, travel to one of these communities to visit with their Leadership Team and members of their Task Force.

Speaker Phone

If you don't have either time or funds available, however, an excellent alternative is to watch the video that comes with these materials and then interview one or more local leaders from another program by using a speaker phone. (Note: We've had excellent results with this method of contacting leaders in other towns. There are tips on how to make this work in the booklet: *Using the Video to Introduce the Program and Train Volunteers*.) For names and phone numbers of persons to call, contact your state BR&E sponsor or check the BREI web page: (<http://www.brei.org>).

Contact a Certified BR&E Master Consultant

Other excellent sources of information are Certified BR&E Master Consultants. These individuals have received specialized training on the process of organizing a BR&E Visitation by Business Retention and Expansion International. They not only have received specialized training but are also backed by a national mentoring system. These consultants provide assistance to local groups wishing to start BR&E Visitation programs and often do this at no charge as part of their current employment.



APPENDIX A: GLOSSARY OF TERMS IN BR&E VISITATION PROGRAMS

The terms used in BR&E Visitation Programs evolve and change over time as we learn more about what works and what doesn't. Here are some common terms used in these booklets and their synonyms used in earlier handbooks or publications.

BR&E Commencement Meeting

Meeting at which the community learns about the priorities set by the Task Force, and starts on the implementation phase.

BR&E Retreat

Four hour meeting of Task Force to set priorities for future BR&E projects.

BR&E Visitation Program

Name of the entire process outlined in these manuals.

Synonymous terms (used in other publications):

BR&E Programs or R&E Programs. These terms really refer to a much broader set of programs than the BR&E Visitation Program. But many BR&E professionals use these synonyms anyway. It always pays to clarify this.

Business Resources Coordinator

Person who quarterbacks the Leadership and Task Force on responding to the immediate concerns of the firms. **Synonymous terms (used in other publications):** Red Flag Consultant or simply BR&E Consultant.

Certified BR&E Master Consultants

Persons who coach community leaders on how to implement local BR&E Visitation Programs. **Synonymous term used in other publications:** State BR&E Staff.

Implementation Resources Meeting

Meeting of outside agencies or groups to see how their programs are related to BR&E projects and to explore the potential for collaboration.

Media Coordinator

Person who coordinates media coverage for the program and coaches the Leadership Team in working with the media.

Milestone Meeting Coordinator

Person who coordinates the major meetings (retreat, implementation resources, and commencement).

Synonymous term (used in other publications):

Retreat and Meeting Coordinator.

Red Flag Issues

Urgent situations in a firm that require immediate attention.

Synonymous term: short-run, urgent problems

Visitation Coordinator

Person who quarterbacks the Leadership Team until the firm visits are done.

Synonymous term: Coordinator.

BUSINESS RETENTION AND EXPANSION VISITATION PROGRAM

For More Information Contact:

BR&E International

<http://www.brei.org>

George Morse

Department of Applied Economics

University of Minnesota

1994 Buford Ave.

St. Paul, MN 55108-6040

e-mail: gmorse@dept.agecon.umn.edu

Scott Loveridge

West Virginia University Extension Service

404 Knapp Hall, P.O. Box 6031

Morgantown, WV 26506-6031

e-mail: LOVRIDG@wvnmms.wvnet.edu

Western Rural Development Center
Oregon State University
Ballard Extension Hall 307
Corvallis, OR 97331-3607
(503) 737-3621



North Central Regional Center
for Rural Development
317 East Hall
Iowa State University
Ames, IA 50011-1070
(515) 294-8321

***Programs of the
regional rural
development
centers are
available equally
to all people.***

Northeast Regional Center for
Rural Development
7 Armsby Building
The Pennsylvania State University
University Park, PA 16802
(814) 863-4656

Southern Rural Development Center
Box 9656 - 6 Montgomery Drive
Mississippi State University
Mississippi State, MS 39762-9656
(601) 325-3207

Midway University BR&E Strategies Program
Research Report

Midway University
St. Paul, Minnesota

prepared by

Amy Zimmer
Graduate Research Assistant
Hubert H. Humphrey Institute for Public Affairs

and

George Morse
Professor and Extension Economist
Department of Applied Economics
University of Minnesota

Minnesota Extension Service
Department of Applied Economics
University of Minnesota

January 1996

Midway University BR&E Strategies Program Research Report

INTRODUCTION

In the summer of 1995, University UNITED leaders began preliminary discussions about their desire to undertake a manufacturing business retention and expansion (BR&E) program along the University Avenue corridor of St. Paul. By the fall of 1995, the program was underway with the recruitment of a Task Force. Volunteer visitors were also recruited and trained to begin on-site visitation and a survey of 38 manufacturers. In total, 31 firms responded by making arrangements for a visit and completing a survey.

This report summarizes the results of those visitations and presents potential strategies and actions that community leaders could undertake to meet the objectives of the program by strengthening the area's existing manufacturing base. Specific program objectives included the following:

- (1) To demonstrate the community's appreciation to manufacturing businesses for their contributions to the local economy;
- (2) to identify the needs and concerns of existing local businesses so that the local business climate can be improved; and
- (3) to learn the future plans of the area's firms with respect to expansion and/or relocation.

Four broad strategies for helping University UNITED manufacturers are discussed in this report. A team of 15 local leaders (university faculty, state agency personnel, and business people) met to review the research results and develop suggested recommendations for the University UNITED Task Force. The broad strategies developed include the following:

- (1) Expand labor supply and quality;
- (2) expand management and technical assistance;
- (3) enhance contingency planning on site availability; and
- (4) strengthen community partnerships and identity.

The University UNITED Task Force will meet on January 29, 1996, to discuss these suggestions and to determine the final priorities for initiatives to strengthen the manufacturing base along the University Avenue corridor.

HANDBOOK FOR NAVIGATING THROUGH THE COMMERCIAL CORRIDOR PROCESS

Barbara Lukermann
Mariia V. Zimmerman
Deb Martin

for Neighborhood Planning for Community Revitalization (NPCR)
with the assistance of CURA (Center for Urban and Regional Affairs)
June, 1996

SECTION A. AN OVERVIEW OF THE COMMERCIAL CORRIDOR REVITALIZATION PROCESS—IMPORTANT QUESTIONS AND CONSIDERATIONS FOR VOLUNTEERS

The first half of this handbook (Section A) can be used separately or in conjunction with the second half (Section B). It provides worksheets, flowcharts, and checklists outlining the major questions to be asked, issues to be addressed, and materials to consider during the process of revitalizing a commercial corridor. Each of the worksheets provided in the first half of the manual complements the corresponding section of the handbook text. For volunteers wanting more information on a particular issue, please use the second half of the handbook.

Commercial corridor revitalization involves two phases: planning and implementation. Successful planning requires a constant acknowledgement of plan implementation. Are your goals and objectives realistic? Can they be implemented? Which players from the implementation phase need to also be involved in the planning phase? Can proposed projects be funded? Can attainment of your goals be measured? The flowchart on the following page outlines the process of commercial corridor revitalization. This is a dynamic process involving business and neighborhood representatives of the planning team, government staff, and elected officials. Changes within each of these three spheres impact the entire process. The entire process is complex and time-consuming, yet an enriching and educational experience for anyone involved.

Creating a planning team which reflects the diversity and strengths of the corridor is a challenging task. In some corridors the acting neighborhood or business association may organize the planning team. What starts as a few committed residents or business owners begins to develop into a planning team whose task is to develop a vision and action plan for the corridor.

Defining the Responsibilities of the Planning Team

The planning team has the responsibility of both the planning and implementation of the corridor plan. The success of the plan depends on the ability of the planning team to work together efficiently, communicate with their constituents, and to oversee the successful implementation of the plan. The planning team serves as the community's link with the City, and is responsible for the decision making involved in creating a corridor plan that can be implemented.

Many questions need to be answered by the planning team throughout the planning and implementation phases. Four major scenes require their constant oversight. The *local scene* involves the residents, business and property owners of the neighborhoods surrounding the corridor. Commercial corridor planning may be the first chance multiple neighborhoods have to work together on a project. Working together on a shared effort requires creating common goals and keeping one another informed. Communication is a crucial component of corridor planning, not only for members of the planning team, but especially for the residents and users of the corridor. Their support is an important ingredient in successful plan implementation.

The *political scene* involves contacting and creating a partnership and lines of communication with city departments, government staff, and elected officials. Approaching the City early in the planning phase allows the planning team to work with city staff to develop a plan that can be implemented, has greater support from the City, and communicates neighborhood desires to officials making citywide decisions. Council members are important people to have supporting the planning team's decisions and can help get additional city departments' help.

The *technical scene* is often where consultants are needed to answer questions regarding the economic or technical feasibility of the goals and objectives created by the planning team.

Steps Involved In Plan Approval And Implementation

(Seeking answers to these questions helps contribute to success)

Local Scene

- Are you organized?
- Who needs to be informed and involved?
 - > elected and city officials
 - > neighborhood organizations
 - > community centers
 - > religious centers
 - > business associations
- Who else acts in your community?
- What are local concerns or visions for the corridor?
- Who are the local leaders of the community?

Political Scene

- Is the NRP involved? Has your plan been approved?
- Have relevant city departments been contacted?
- Does your project fit in with the emerging city planning and land use plans?
- Does your action plan have a city sponsor?
- Do you have the support of your ward member(s)?
- Has MCDA been contacted for staff and financial support?
- Have funding sources been identified?
- Do the corridor's users (business and property owners, residents) support the plan?

Technical Scene

- Is the planning team organized and active?
- Has leadership been chosen from the planning team?
- Are the planning team leaders connected to the local scene?
- Has a project manager been assigned or hired?
- Are consultants needed? Is the RFP written?
- Has an action plan been finalized and approved?
- Has a timetable for implementation been established?
- Has a planning and implementation budget been outlined?
- Has work begun on implementation?
- Who takes on the project manager responsibilities during implementation?

Financial Scene

- Has the market feasibility of the corridor and project been researched?
- How does your project fit into the timetable for city capital budget decisions?
- Have you drafted a budget for implementation?
 - > financial costs
 - > time costs
- Have communication costs been calculated into your budget?

WORKSHEET A. FORMING A PLANNING TEAM

QUESTION 1. WHO TAKES THE INITIATIVE TO START THE PROCESS? Where does leadership start? Was an NRP-approved plan the catalyst for the project? Which neighborhood groups and leaders were involved in the NRP process? Were business organizations responsible for the process? Which business leaders were instrumental in development of the plan? Is the planning process the result of a City initiative? Who has had contact with the City?

QUESTION 2. WHO SHOULD BE ON THE PLANNING TEAM FROM THE NEIGHBORHOODS? Users include those individuals directly affected by the plan and its implementation: businesses and/or business associations, institutions, management companies or building managers, neighborhood associations, property owners, residents, and tenants. Who has the trust and leadership abilities to represent these constituencies?

QUESTION 3. WHO SHOULD BE ON THE PLANNING TEAM FROM THE CITY? Who are the key staff at relevant public agencies to be contacted and involved in the process? Which agencies have control over public resources or the delivery of services? Which public agencies must be contacted in this first step?

QUESTION 4. HOW TO RECRUIT MEMBERS? Have core leaders (both long-standing and potential) been approached to become involved? Is there representation from all users: business, management organizations, residents, institutions? If the planning was created out of the NRP Action Plan, has NRP been contacted? Do you need to involve other city departments? Have you checked with the Minneapolis Planning Department regarding possible involvement? Are there other neighborhoods which need to participate?

QUESTION 5. WHAT WILL THE PLANNING TEAM BE EXPECTED TO DO? What are the roles and responsibilities of this group? --creating the work plan --building constituency support, --communication --becoming advocates for the plan and its implementation

WORKSHEET C.

PLANNING TO PLAN

As members of the planning team you may be wondering what exactly you've gotten yourself involved in. Responsibilities, qualities, and the strengthening of the planning team are the immediate concerns facing each of you. Responsibilities of planning team members include:

1. Regularly attend planning group meetings (realizing this may be a major time commitment).
2. Represent the views of the group you are delegated to represent.
3. Communicate with your constituents, assuring discussion and accurate feedback on key issues.
4. Ensure that planning discussions focus on the implementation of work plan decisions.
5. Work together to develop a vision and work plan for the corridor, as well as oversee implementation.
6. Perform other specific responsibilities determined by the planning team, e.g. funding committee, strengthen corridor business association, public relations committee, etc.

In addition to your responsibilities, the project manager and planning team leaders also have additional duties. Planning team chairs represent the community and make sure that lines of communication are open between all users of the corridor. The chairs are responsible for running the meetings, and leading the planning team in making decisions. The project manager position is filled by a city staff person or hired from the private sector and serves as the liaison between the City and the planning team. The project manager is a facilitator not a decision maker, but needs to make sure that decisions get made when needed. This person needs to have a thorough understanding of how the city works, funding sources, and cycles. Communication skills and a commitment to working with neighborhood and business groups are very important. Without strong organizational staff resources to support the planning stage, the process can languish or become very inefficient. Funds are necessary, and must be planned for in the budget, to pay for this position. Hiring a consultant to perform economic or technical analysis also needs to be written into the budget. The objectives identified by the planning team and the funds available for the planning process dictate the type of consulting work needed.

ISSUE 1. ORGANIZING THE PLANNING TEAM. Have leaders of the planning team been chosen? are representatives of the City involved with the planning process as resources or advisors? Has the planning team formalized meeting, decision-making, and communication procedures?

ISSUE 2. DEFINING THE WORK PROGRAM. Are neighborhoods, business owners, and the City working together to create a work plan? Have questions regarding the market feasibility and impact of corridor planning been discussed? Is further scoping of the corridor necessary to determine such things as traffic patterns, income levels, economic strength, parking needs, infrastructure improvements? Have neighborhoods come together to discuss how the corridor crosses traditional boundaries and identified common concerns and goals?

ISSUE 3. OUTLINING THE BUDGET. Developing a budget for the work plan is a crucial element of the planning process. What funds will be needed for what types of work? Where will those funds be found? Does the planning team have resources for funding a project manager or can the project manager be provided and funded through City budgets? If the former, has a city department been contacted and has a request for this staff time been placed? Have funds for communication costs been set aside?

ISSUE 4. SEEKING OUTSIDE HELP. Have the governmental organizations identified in the action plans as affected by the corridor initiative been contacted? Are consultants needed for specific, technical expertise? Has the City been approached for resources in answering demographic, market and technical questions about the corridor? Is City assistance needed to find a consultant? Is there money allocated in your planning budget for a consultant? How will communication with constituents, the City, stakeholders, and among members of the planning team be handled? Do you have a public relations plan?

WORKSHEET E.

DESIGNING THE WORK PLAN AND APPROVING THE ACTION PLAN

The planning team, with the assistance of city staff and consultants, must shape the vision statement for the corridor's redevelopment into a work plan which identifies goals and objectives. The action plan develops out of the work plan. It provides a detailed budget outlining the money needed to complete specific projects, cover staff and communication costs; specific tasks and projects to be completed; and a timetable for implementation to illustrate when each task will be started and completed. The action plan should be as specific and technically/economically feasible as possible. However, it is important to realize that unforeseen changes may occur at the city, state, or local level which require the action plan to be modified. Consultants are often an important resource for developing the work plan. Consultants research topics such as traffic and parking patterns, market research, economic feasibility, demographic information, site planning, and architectural and structural changes for the corridor. An increasingly popular use of consultants is to provide economic analysis to help create a business plan to strengthen self-sustaining business development. A consultant takes the "scoped issues" and develops a specific project plan with budget and implementation schedules. The process for finding and hiring a consultant involves a Request for Proposals (RFP)—a written procedure used to find interested and qualified consultants. Communicating decisions to the stakeholders and the community as the work plan is being developed and the action plan approved is another important part of the planning process that should not be overlooked.

STEP 1. CONSULTANTS/TECHNICAL STAFF IDENTIFY SPECIFIC PROJECTS NECESSARY TO MEET OBJECTIVES. What city and private resources are needed to identify specific tasks of implementation? What are the technical components of the work plan? What is the financial cost of the work plan? Has the geographic area of the plan been determined? Has market feasibility been documented?

STEP 2. COMMUNICATE FINDINGS AND SECURE SUPPORT FROM THE CITY, ELECTED OFFICIALS, BUSINESS COMMUNITY AND RESIDENTS. What city departments, elected officials, and neighborhood leadership organizations can provide support and assistance for the plan? How will constituent support be strengthened? How does the work plan affect business?

STEP 3. EVALUATE CONSULTANT FINDINGS AND AGREE ON FINAL ACTION PLAN. Do projects meet the identified objectives for the corridor? Are project costs, timetables, funding sources, and feasibility evidenced through the consultant's findings? Has approval for the plan by stakeholders, elected officials, and the City been determined? Is the planning team prepared for the responsibilities and potential changes during the implementation phase?

WORKSHEET G.

MONITORING AND CELEBRATING THE ACTION PLAN'S SUCCESS

Monitoring implementation and ensuring that action plan objectives are being met and projects are proceeding on schedule requires the watchful eye of the team's members. Some objectives established in the action plan may require special task forces or committees to be created and supervised (e.g. a walking club, business association, economic redevelopment task force, etc). Redefining roles and responsibilities during implementation is therefore required. Equally important, is celebrating the successes along the way. The planning team has worked very hard to get to this point and celebration with business owners and residents is an important part of beginning the revitalization process. Let residents, property and business owners, the City, and stakeholders know that change is happening along the corridor. Finally, evaluating the success of projects implemented from the action plan is needed to determine the redevelopment that is occurring and highlight potential areas needing future attention.

ISSUE 1. REDEFINING ROLES OF THE PROJECT MANAGER AND PLANNING TEAM.

What major tasks are needed for implementation to occur? Have committees been formed from the planning team to meet the agreed upon tasks? What new responsibilities are assigned to the project manager?

ISSUE 2. COMMUNICATION AMONG MEMBERS AND THE COMMUNITY. How will communication between committee members and the planning team occur? How will decisions and completed implementation steps be communicated with the neighborhoods and stakeholders? What role will the press play in communicating the changes occurring along the corridor? Are celebrations scheduled to mark important implementation landmarks (e.g. groundbreaking ceremony for a streetscape project, open house for a police station created along the corridor, a grand opening celebration of the corridor to welcome new businesses and shoppers, etc.).

ISSUE 3. MONITORING AND EVALUATING SUCCESS ALONG THE CORRIDOR.

How will success be monitored and evaluated? Who will have the task of overseeing success? How will successes and failures be communicated? What process will be needed to identify necessary future improvements? What role will the City play in monitoring success?

The following worksheet, "Measures for Successful Streetscapes," is a blueprint for monitoring and evaluating the success of the corridor revitalization process. Draft the template according to your corridor's specific goals. Percentages should be assigned indicating the varying weights your planning team assigns to each goal, e.g. business vitality may be a higher priority than the promotion of public values. These may be assigned 60% and 30% respectively, with 10% being allocated to another stated goal. Each goal is then broken into quantifiable and/or viewable indicators: is the neighborhood perceived as a safer place, are arrests down, how many vacant storefronts have been filled, etc. If streetscape is not a component of your corridor plan, the template can easily be changed to indicate your specific project. The key factor is to design a tool of measurement into the implementation process.

Part of the implementation process should be to restate the goals of the corridor revitalization project, assign weights to the more specific goals, identify how these goals will be met, and finally, how will these tasks be measured to ensure the goals are being met and who will have the task of overseeing the monitoring process. This task is not designed with one person in mind, but there should be a group of people in charge of the process and communicating the successful achievement of maintenance of goals with the planning and implementation teams, neighborhood residents, business owners, the City, and larger public. Be proud of your accomplishments, you have worked very hard! Measuring the success of your streetscape plan will be important for future planning efforts and for promoting the value of the corridor revitalization process along your corridor.

SECTION B. DETAILING THE PROCESS OF COMMERCIAL CORRIDOR REVITALIZATION— ADDITIONAL QUESTIONS AND ISSUES TO CONSIDER DURING PLANNING AND IMPLEMENTATION

Part One. Who Needs to be Involved? Forming a Planning Team

A crucial step in the commercial corridor process is the formation of a planning team. These are the people in charge of creating the planning objectives and tasks for the corridor. It is their vision, communication, hard work, and commitment that will help determine the avenue's future. Therefore, the process of creating a planning team deserves special emphasis.

Where Does Leadership Start?

An obvious first step involves the initiative to begin the planning process. Planning may arise differently for each corridor. Many corridor initiatives arise out of NRP action plans, others may be business organization or City driven. The origin of the plan determines who has the responsibility of beginning the planning process. It also identifies corridor leadership. The origins of this process arise out of the history, leadership, and commitment that neighborhood groups or business organizations have had in determining corridor revitalization as an issue. Typically the neighborhoods that have identified corridor improvement in their NRP action plans have the role of getting people together to form a planning committee.

Who Should Be On The Planning Team?

- business owners and/or business association leadership
- staff in city departments, agencies, and NRP
- representatives of institutions
- management companies or building managers
- neighborhood associations
- commercial property owners
- residents

The preceding groups of people should be "users" along the corridor *and/or* within the neighborhoods. Changes along the corridor are also going to have an effect on surrounding businesses and individuals. Corridor planning is a time for all neighborhoods along the corridor to come together and work on solving problems and creating a vision for the future.

People are the neighborhood's greatest resource. During the process of creating a planning team, diversity and representation should play key roles in determining who is involved. Include those who are in a position to help implement a plan as well as create a work plan. Consideration of small businesses and minority businesses is important. Consider the demography of the corridor, both current and predicted, to determine the levels of participation needed by the diverse groups of users along the corridor.

A successful plan must include the involvement and input of city representatives. Often people from NRP, MCDA, Public Works, and the Planning Dept. will become involved in the process. NRP typically assists with

sary networks in place that allow them to communicate the visions and implementation of the plan. Funds for communications need to be set aside.

Diversity. Representative of the corridor's population, members of the planning team participate through representing and communicating their interest group, but must also work towards the larger goal of improving the corridor for all users.

Openness. In order for meetings to run smoothly, members must have a commitment and responsibility to the project and be open to the ideas and comments of others on the team. Informed decisions and compromises need to be made. Members of the planning team must have the ability to listen to different sides of an issue and make the choice that is best for the overall project.

New Faces. Members of the planning team need not be the people who *always* are involved in the community. Fresh blood helps bring new ideas and energy to the project. A planning team should involve and seek out the potential future leaders of the corridor. Very often people not traditionally involved in neighborhood planning are those most affected by decisions being made. One example of this may be businesses along the corridor.

How to Recruit Members of the Team

Business organizations. Business representation is greatly needed, but sometimes difficult to secure. Business owners bring a unique dimension to planning, and often will have concerns that residents do not face. Creating an understanding and a working relationship between business and residents is crucial. Depending on the projects agreed upon in the final action plan, the burden of paying for portions of implementation may fall on business owners. Their voice can be one of support or opposition. If business is not involved or informed in the planning stage, then implementation will suffer. Some corridor teams have found it difficult to get business involved in the process, planning teams must recognize the time constraints placed on business/property owners, but with communication and perseverance these can be overcome. A common theme in recruiting business is that they only want the bottom line: the price tag of implementation. Planning members must not settle for this answer. Some steps to involve business:

If there is a business association, this is the best starting point. Typically the stronger the business association, the more support they can provide. Members of a business association are important leaders within the business community and along the corridor and should be recruited to join the planning process as soon as possible. They may serve as catalysts for the project or they may be the ones asking neighborhoods for their participation.

If no business association exists, one of the first priorities of planning should be the creation and development of a business organization (BA). Businesses need to come together and talk with each other. A strong association helps create a stronger business climate. The BA will outlive the planning or implementation processes and help determine the overall success of the corridor. NRP and MCDA have money to get a BA running. However, to access money from NRP, forming or improving a BA needs to be identified in the neighborhood action plan. While the BA is being created or strengthened, business representation is still needed. One-on-one contact is the best way to gain the participation and support of business. Service-related businesses are key people to approach because of their interaction with other businesses and the public.

Institutions. Be open to involving institutional users of the corridor—religious centers, nonprofits, hospitals, cultural centers, etc. The benefits and obstacles associated with business involvement are similar to those of institutions. Institutions can bring a vital and positive aspect to planning.

Cultural Diversity. An important key to success is ensuring that the visions of all corridor users are heard. One-on-one contact and discussions are the best way to get people involved and interested. Do not be discouraged if several meetings are needed to bring a relationship of trust and action among different ethnic groups. As an example, for some minority business owners this may be their first experience owning a business in the United States. They may not feel comfortable with American ways of doing business, regulations and codes, and the

Part Two. Getting Started—Planning To Plan

Once the planning team is assembled important procedural considerations must be addressed before planning can begin. A first step in the strategic thinking process is creating the team leadership and then deciding on the processes for participation and decision making by the team.

Organizing the Planning Team

Defining the responsibilities of the planning team. The planning team has the responsibility of both the planning and implementation of the corridor plan. The success of the plan depends on the ability of the planning team to work together efficiently, communicate with their constituents, and to oversee the successful implementation of the plan. The planning team serves as the community's link with the City, and is responsible for the decision making involved in creating a corridor plan that can be implemented.

Choosing the key players of the planning team. The two key positions on the planning team are the chair or co-chairs, and the project manager. The success of the planning effort rests on their shoulders. People selected for these positions should be committed to the plan and possess strong leadership and communication skills.

Chair of the planning team. Chairing a corridor planning team requires large amounts of time, energy, and work. Because of time commitments, some planning teams have selected co-chairs to perform this important job. They represent the community and need to make sure that lines of communication are open between all users of the corridor. The chairs are responsible for running and setting the tone of the meetings. They need to lead the planning team in making decisions.

Planning team chair responsibilities:

1. Keep the project moving.
2. Consult with city staff on setting the agenda before each meeting.
3. Bring critical issues to the attention of city staff between meetings.
4. Field questions for community members.
5. Maintain order and voting procedures within the planning team.

Project manager. This position is filled by a city staff person or hired from the private sector and serves as the liaison between the City and the planning team. The project manager is a facilitator, not a decision maker, but needs to make sure that decisions get made when needed. This person needs to have a thorough understanding of how the city works, funding sources and cycles, and possess good communication skills and a commitment to working with neighborhood and business groups. Without strong organizational staff resources to support the planning stage, the process can languish or become very inefficient. Funds are necessary, and must be planned for in the budget, to pay for this position.

Project manager responsibilities:

1. Assist in developing the project work plan based on objectives and goals identified by the NRP-approved action plan or other consensus agreement.
2. Assist in developing an outline of responsibilities of the various participants, e.g. planning team members, staff, consultants, city agencies, elected officials.
3. Assist in identifying necessary approvals, including funding, for the project.
4. Assist in developing a project schedule, including general topics from the work plan to be addressed at planning team meetings.
5. Develop detailed meeting agendas in consultation with planning team chair(s).
6. Provide minutes of actions taken by the planning team.
7. Assist in the consultant selection process, if consultants are needed.
8. Monitor the overall progress and communicate regularly with the planning team.

upon developing an NRP action plan, must now be linked to market research for the future economic role of the corridor.

- *Are there identifiable economic development assets/ strengths that support the development of the commercial corridor?* Not all corridors rely on neighborhood customers, but other factors—like industrial clusters (medical facilities, media, etc.), arts or historical/tourist attractions, etc.—may support non-neighborhood or local business development.

The planning team may turn to city staff or private consultants to find the resources necessary for addressing these questions. The project manager has the responsibility of identifying how this information can be secured. NRP funds may need to be supplemented with other funding sources to cover costs associated with planning and designing the work plan.

Using Private Consultants

All planning should involve an understanding of market potential. Plans which take an honest and realistic look at the effects of corridor improvements on the market (and vice versa) are necessary. Keep the following questions in mind as corridor work plans take shape. These questions may not be answered by the planning team, but rather require the assistance of outside sources.

1. Which customer groups does the corridor serve now and which additional groups can it hope to serve?
2. What goods and services must the corridor provide to serve these customers successfully?
3. What effects does the existing market (i.e. neighboring competitors) have on proposed corridor improvements?
4. Is there room in the market for the product or service being introduced as a result of corridor improvements?
5. What does the corridor have to offer to attract these uses?
6. What are the assets of the corridor that can develop or attract commercial development?

Do we need a consultant? The answer to this question lies in examining your visions for the corridor and the economic planning resources available. Consulting firms cost money, but the research and information they provide may be a necessary expenditure. Consultants research topics such as traffic and parking patterns, market research, economic feasibility, demographic information, site planning, building surveys, and structural changes for the corridor. An increasingly popular use of consultants is for economic analysis to create a viable business plan to strengthen self-sustaining business development. Consultants may also be important sources of information about citywide planning and implementation successes and failures. Oftentimes a consultant can help the group create realistic goals that can be implemented based on what has or has not worked in other areas of the city. A consultant takes the "scoped issues" and develops a specific project plan with budget and implementation schedules.

How does a planning team find a consultant? The process for finding and hiring a consultant involves a Request for Proposals (RFP)—a written procedure used to find interested and qualified consultants. City departments, such as Public Works, often provide assistance in writing an RFP—which can be quite technical. The process could take several months from the time someone at the City is contacted to write the proposal until a consultant is chosen by the planning team. In a few cases, a Request for Qualifications (RFQ) may also need to be written. Funding sources drive the RFP process and are one consideration in determining who will be hired and what will be their responsibilities. Other neighborhood associations, NRP, MCDA, the University of Minnesota's Center for Urban and Regional Affairs (CURA), and other organizations may be helpful in suggesting potential consultants and/or ways to advertise for consultants within the metro area or even nationally.

developed. Writing and distributing press releases to the media is part of maintaining lines of communication and shaping public perception of the redevelopment plan. Public relations is a tool some planning teams find extremely useful—they will hire or assign an individual to handle this specific task. Sharing information is crucial to securing support, not only from the neighborhoods and businesses surrounding the corridor, but from the entire metropolitan area. Letting people know that positive change is occurring along the corridor is a primary and *inexpensive* step toward the corridor's revitalization. Positive media coverage is also helpful when approaching possible funders and gives the project more weight. Foundations and city agencies aware of the plans for the corridor and the positive public support existing for the redevelopment project may be more likely to contribute their dollars to the planning team.

Part Four. Designing the Work Plan and Approval of the Action Plan

With the assistance of consultants and city staff, specific tasks and projects develop into a work plan. During this process major issues are addressed, funding sources identified, and communication links established among the planning group, City, and constituents are strengthened. The work plan tells the technical staff/consultants what tasks must be completed and makes sure that the completed plans include projects that are feasible and have the support of the affected communities.

Designing the Work Plan

Using Consultants: Outside Technical Expertise

Most planning teams turn to private consultants for needed technical assistance. Some teams may also hire a project manager from outside of city staff for financial or time reasons. The work plan's objectives and available funds will determine consultant choices. The RFP process outlined in Part Two is used to hire consultants. Remember, consultants are the planning team's technical resources *accountable to* the team and their task is to research and develop the planning team's vision into specific tasks and identify the costs involved. Consultants do not need to be large flashy firms in order to meet the planning team's needs, rather they need to listen to the planning team and develop their objectives into an implementable and realistic work plan. Consultants also need to have the necessary "people skills" to work with neighborhood residents, business, and city staff. A glossy, impressive, graphic-filled work plan is not as important as a specific plan which captures the team's vision, can be paid for, is technically sound, and has the political and constituent support that will ensure its implementation.

A good consultant should accomplish the following:

- Perform the technical research.
- Communicate with the appropriate city staff.
- Perform cost analysis of the plan and create the work plan's budget.
- Write a readable, specific, and implementable work plan.
- Help keep planning team moving.
- Effectively communicate technical findings to planning team.
- Represent planning team's objectives through the written work plan.
- oversee implementation

The consultant's findings are developed into an action plan and implemented once funding sources are secured. During the work plan process consultants develop and test possible projects and share their findings with the planning team. By illustrating: a) the feasibility of implementing proposed projects, b) the level of public support, and c) the economic and potential social costs of the projects, the planning team is better able to determine which projects to implement in the final action plan.

Considerations to be Addressed while Developing the Work Plan

As the technical staff develops the work plan, the planning team has the responsibility of ensuring that the earlier identified objectives are incorporated into the work plan and are addressed by specific projects deemed feasible by the consultants and city staff. The planning team also needs to continue the important job of communicating decisions with their constituents, elected officials, and the important stakeholders. The following four points need to be covered as the work plan is designed and budgets allocated.

assistance of city staff and consultants to determine the cost, uncover funding options, and pinpoint the various city departments involved in meeting objectives. For example, if crime prevention is an objective for the corridor, better street lighting may be an issue and therefore Public Works should be contacted. In addition, there may be county or city programs that can offer assistance.

Planning For Funding. Identifying and securing funding sources must occur in tandem with the planning process—both are necessary elements of successful implementation. Some planning teams have used a paid staff coordinator to oversee the funding phase of the planning process. Other teams have selected a committee of planning team members and corridor residents who have prior experience or skills with raising funds. The funding phase of the planning process is quite lengthy and must be started as soon as a vision statement and work plan are created. Separate funding sources have their own timetables and application processes. Identifying potential funders requires marketing creativity. Part Five of the handbook looks specifically at the funding process and identifies some potential sources of funding within the city.

Approving the Action Plan

As the work plan moves toward completion the planning team needs to evaluate the consultant's findings and agree upon a final action plan to be approved and implemented. The action plan needs to successfully meet the objectives agreed upon by neighborhoods, business owners, and the City. The action plan also needs to provide specific information on the costs of projects, funding sources, the cost effectiveness of projects, timetable for implementation, and identify the roles and responsibilities of planning team members during the implementation stage. The most important considerations in approving an action plan are that it matches the objectives identified for the corridor and has specific information on the feasibility and implementation of projects.

What to Expect in the Final Plan

1. Actions/projects link to meet the objectives underlying the work plan.
2. Each of the actions/projects should include:
 - description of the project
 - estimated costs (monetary and time)
 - sources of funds (capital and human resources)
 - timeline for initiation and completion
 - outline of responsibilities ("Who does what, when, and how")
 - documented feasibility:
 - > determines that benefits outweigh costs
 - > demand for services/businesses exists
 - > approval and support (from the City, business community, and neighborhood) exists

As implementation proceeds and is consequently completed, it becomes necessary to determine the action plan's success and to make modifications if necessary. Has the planning team's vision been realized? Can improvements be evaluated and quantified? The following diagram outlines the elements of a successful plan which flow from a shared goal or outcome and then secures the resources of time and money to achieve that goal.

Part Five. Implementing the Corridor Plan—Securing the Resources

During the development of the action plan, implementation played a relatively quiet, yet important role in determining the action plan's viability. Now that implementation has begun, it becomes crucial to examine the equally important components of the implementation process—funding, securing support, and project management.

As implementation begins, it may be tempting for the planning team to feel that their job is over; however, this is far from the case. It is during implementation that direct involvement with the neighborhoods, business community, city staff, and elected officials becomes crucial. A good plan needs successful implementation if it is to become more than an impressive document. To tackle this major task, the planning team may decide to transform its operations. Some planning groups have found it more effective to break into smaller committees to handle each of the action plan's major components. It may also be necessary during implementation to retain a new project manager or consultant team to focus on the specifics of the action plan. Regardless of the structure the planning team chooses, successful, motivated implementation is dependent on the involvement and leadership of the planning team. The final plan document should include an *action plan* component which lists:

- project costs
- potential funding sources
- preliminary timetables
- project sequencing and tasks not needing funding that must be completed to gain support and/or agree on how to collaborate

Processes For Funding The Action Plan

Each project has its own unique set of tasks and potential funding sources. Contacting personnel at Public Works' Planning and Programming Division should be one of the project manager's first steps. Their staff are instrumental in helping identify potential city sponsors for the project and possible funding sources. They also can help develop a timetable of funding deadlines. Harvey Olsen (673-3606) and Bill Carlsen (673-3614) will be important contacts.

Securing project funding will most likely require identifying several possible sources, meeting application deadlines, waiting for approval (and in some cases, a several-year-long wait time before money is available), and insuring continued support from the business community. Funding can be a long and frustrating process, however, it can be made easier by contacting city departments, MCDA, and business and property owners early in the process. Funding requires creative thinking and perseverance.

Outlined below are some of the traditional funding sources available for corridor revitalization. It is important, though, to realize that each project has its own unique set of funding possibilities. For some corridors, business buy-in for the project may generate significant revenue sources and speed up the timetable for implementation. For corridors with a weaker business community, city, state, or county funding sources may be the major funding sources. MCDA has funds available for small business loan programs and assistance.

Public Funding

Capital Long-Range Improvement Committee (CLIC). City Hall is currently in the process of rewriting its CLIC process. To obtain the current status and information on CLIC contact the Minneapolis Planning Department. In the past, the CLIC process has been used to help secure funding for streetscape and other capital improvements. Typically, CLIC has involved a year-long timetable which includes the development of a detailed work plan and support from a city department.

It includes a *pro forma* (a projection of expenses and revenues over time) with assumptions that the underwriter finds acceptable as risks/opportunities. Also included is a *management plan* which outlines:

- Who will be in charge/have the expertise needed.
- How the organization/project will be structured.
- Who will be responsible for debt and repayment.

For a public service property, such as a municipal parking garage, the same elements must be provided since revenues are used to repay bonds. For a streetscape-type project, those incurring the cost must have gone through a business planning process to agree that there is a quantifiable benefit matching the increased cost.

The "benefit," however, is often non-quantifiable in the *short run*. (Increased value of homes along corridor, new private sector investments, lower out-migration rates can only be measured over the long run.) Where the benefit is long-term, it behooves everyone to agree on what the *measures* of success (i.e. benefits) are and these should be monitored over time.

MCDA funding opportunities. The Minneapolis Community Development Agency (MCDA) is an important source of technical assistance and funding available at the city level. Recent changes within MCDA have resulted in the organization having more direct control over the use and allocation of agency funds. MCDA funds are targeted at economic development implementation projects. Program guidelines establish the rules and procedures under which MCDA will administer a particular program and the process involved in securing funding. Proposals need to have a clear statement of goals, strategies to meet the identified goals, and a description of the proposed financing or money needed to attain those goals. Numerous programs are provided by the agency for commercial, industrial, and business development. These potential funds are targeted towards large and small businesses. Following is a list of programs offered by MCDA that may be of assistance to planning teams involved in corridor revitalization.

Commercial/Industrial Development Programs:

- Neighborhood Economic Development Fund
- Community Economic Development Fund
- Industrial Revenue Bonds
- Minneapolis Common Bond Fund
- Minneapolis Industrial Land and Employment Strategy
- Business Development Fund

Small Business Assistance Programs:

- Small Business Administrations 504 Loan Program
- Small Business Administration 7(a) Loan Program
- Two-percent Revolving Loan Fund Program
- Job Linkage Program
- Working Capital Program
- Childcare Facilities Renovation Program
- Business Relations
- Micro Loan Program

Each of the above programs targets a specific program goal and defines who is eligible, the application procedure involved, current budget allocation within MCDA, estimated annual production, and a contact person within the agency. Securing MCDA funds is dependent upon cooperation between the planning team and the agency, a clear, detailed funding request, and following the procedure outlined for the funding source that best relates to the goals of the action plan. For further assistance on which programs may be the best suited to your specific project plans and identifying a liaison within MCDA, contact Bob Cooper (673-5239) and/or obtain a copy

- Are there projects similar in scope or geographic proximity you could connect with to strengthen your proposal?
 - > Connecting with similar projects can increase the significance of your proposal and set it apart from others asking for funding.
 - > Efficiency may also be improved by joining with a similar project since the two projects will not be in competition for the same funding sources.

Community Development Corporations (CDCs)

Another potential funding source for corridor improvements and assistance may come from CDCs. Limited funding and a focus on business revitalization limit the type and availability of CDC funding. CDCs provide business loans to business owners. The three types of loans available are micro-lending loans, direct loans, and revolving loans. Many of the available loans are targeted to minority-owned businesses, liveable-wage businesses, state-sponsored programs and the Urban Initiative Program. Providing corridor businesses with needed financial assistance and second mortgages is an effective means of commercial redevelopment. Some neighborhoods have created their own CDCs (e.g. Seward, Whittier) targeted for commercial development. For more information on CDCs and business resources contact: Karen Reed, 371-9986. Minneapolis Consortium of Community Developers.

Has the Action Plan Successfully Achieved the Objectives Created by the Planning Team?

Prior to completion of implementation, the planning team will need to determine how and when evaluation of the project will occur. Who will be responsible for this evaluation? What steps are needed now to be sure evaluation happens and what will be done with the results? In addition, MCDA and the Planning Department are coordinating evaluation tools and procedures for determining the success and outcomes of planning and implementation strategies which use MCDA and City resources.

Plans for the Future

The road from developing an NRP action plan to successful implementation may be a long and bumpy one, but most likely a highly informative and, hopefully, positive experience. Once the project has been completed, corridor users will have the responsibility of maintaining the improvements to the corridor, promoting its identity within the community and city, and possibly planning future improvements. The evaluation process will be useful in determining what aspects of the action plan need to be re-addressed. The NRP process is two-fold and money is budgeted for second-round action plans. Evaluation will be an important part in determining future concerns and money allocation in the second-round of NRP funding. The successes and pitfalls faced by the corridor planning team should provide guidance for the next potential team.

APPENDIX I
SMALL AREA PLAN EXCERPTS

Midway Parkway ~ West Como Small Area Plan

The Midway Parkway West Como area is a gateway for millions of visitors to Saint Paul each year. About 2 million people visit the State Fair Grounds on the neighborhood's east side. More than 2 million visitors come to Como Regional Park each year. People arrive and leave through the Midway Parkway and gain their impression of Saint Paul as a world-class city from this neighborhood.

The neighborhood has many strengths, including generally well-maintained buildings, a healthy housing market with a mixture of housing types and good locations, strong institutional neighbors, and good access to both highways and Saint Paul downtown. The neighborhood has the potential to compete better with new housing in the suburbs for middle income residents and to provide higher property values to build Saint Paul's tax base provided that issues raised in this plan are addressed.

CITY COUNCIL REVIEW DRAFT FEBRUARY 1997

The Small Area Plan's east and west boundaries are Como Park and the Minnesota State Fair Grounds, respectively. Hoyt Avenue (city limits) on the north, and the north mainline of the Burlington Northern Railroad on the south. A two-block area of mixed land uses in the southwest quadrant of the Seveling-Como interchange is included in the study area. The 130-acre study area corresponds closely with Sub-District One of the Como Area Planning District. (See Map 1.)

This plan seeks housing improvements, public improvements, commercial development and industrial investments in a comprehensive effort to revitalize the neighborhood, improve its attractiveness to residents and businesses, and strengthen its competitive position.



Background

The District of Como Community Council officially requested that the Department of Planning and Economic Development (PED) begin work with the District Council on a Small Area Plan in the Midway Parkway/Como Area in a letter dated June 1, 1997. The request was for expansion and the revitalization of the area.

**Recommended by Small Area Plan Task Force
September 25, 1996**

**Recommended by Como District 10 Community Council
November, 19, 1996**

**Recommended by the Saint Paul Planning Commission
January 24, 1997**

Introduction

The Midway Parkway-West Como area is a gateway for millions of visitors to Saint Paul each year. About 2.5 million people annually visit the State Fair Grounds on the neighborhood's western boundary, and more than 2 million visitors come to Como Regional Park. Many of these people arrive and leave through the Midway Parkway-West Como area and gain their impression of Saint Paul as a whole from this small neighborhood.

The neighborhood has many strengths, including generally well-maintained buildings, a healthy housing market with a mixture of housing types and good diversity, strong institutional neighbors, and good access to both Minneapolis and Saint Paul downtowns. The neighborhood has the potential to compete better with new housing in the suburbs for middle income residents and to provide higher property values to build Saint Paul's tax base provided that issues raised in this plan are addressed.

The Midway Parkway-West Como Small Area Plan's east and west boundaries are Como Park and the Minnesota State Fair Grounds, respectively, Hoyt Avenue (city limits) on the north, and the north mainline of the Burlington Northern Railroad on the south. A two-block area of mixed land uses in the southwest quadrant of the Snelling-Como interchange is included in the study area. The 330-acre study area corresponds closely with Sub-District One of the Como Area Planning District. (See Map 1.)

This plan links housing improvements, public improvements, commercial development and industrial investment in a comprehensive effort to revitalize the neighborhood, improve its attractiveness to residents and businesses, and strengthen its competitive position.

Background

The District 10 Como Community Council officially requested that the Department of Planning and Economic Development (PED), "... begin work with the District Council on a Small Area Plan in the Midway Parkway/Como Area" in a letter dated June 17, 1992. Institutional expansion and the continuing traffic pressures from the State Fair and Como Park use, combined with the need to address the decline of the District's commercial area and improve neighborhood recreational facilities, precipitated the District Council's request for planning assistance. In October of 1993, the Saint Paul Planning Commission adopted Resolution 93-78 initiating the "Midway Parkway Small Area Plan and 40 Acre Study" and requesting that a neighborhood-based task force be established by the District Council to assist staff in plan development.

Como Regional Park is a major amenity offering open space and recreational opportunities, including a golf course, conservatory, and zoo, as well as ball fields and picnic areas. Community members are fortunate to be within walking distance of the park.

Immediately to the west is the Minnesota State Fairgrounds. While the greatest activity occurs in August during the State Fair, the fairgrounds are increasingly used year round. The State Agricultural Society, which operates the fairgrounds, generally tries to be a good neighbor, but problems sometimes occur. Spillover parking during the State Fair has been an issue for many years. Many neighbors make substantial sums of money by allowing fair goers to park on their lawns. Most of the conflicts surrounding this practice were resolved by city ordinance in 1989, with adoption of a special zoning district, the "State Fair Parking District." Remaining issues involve the best way to handle bus and pedestrian traffic, which, although brief in time span, does significant damage to Midway Parkway paving and lawn.

Goal and Strategies

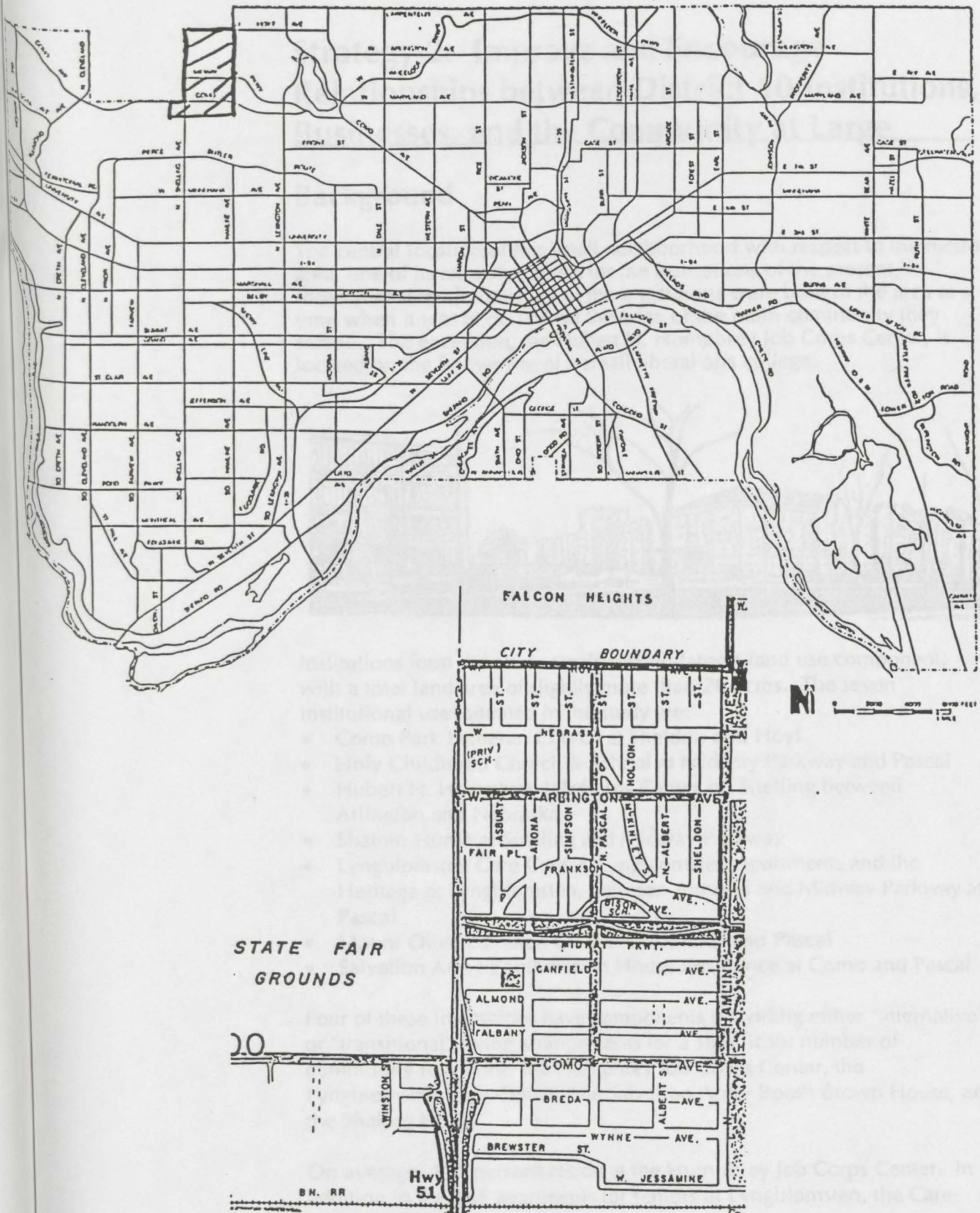
The goal developed for this Small Area Plan is:

To conserve and strengthen the Midway Parkway~West Como neighborhood, enhancing its stability, property values, tax base, and attractiveness.

The following strategies will be used to accomplish the goal:

1. Conserve and improve neighborhood housing;
2. Improve and encourage relationships between District 10 institutions, businesses, and the community at large;
3. Improve public open space, including updating and incorporating parts of the *Midway Parkway Redevelopment Plan*, dated February 1989, as a part of this Small Area Plan;
4. Work with City agencies, Metropolitan Council Transit Operations, and others to provide appropriate infrastructure and full accessibility for area residents, employees, and visitors, with minimum adverse impact on the neighborhood.
5. Revitalize commercial property on the Como commercial strip, emphasizing a neighborhood business orientation; and
6. Revitalize the industrial property to the south and west with compatible new development.

MAP 1: STUDY AREA



Strategy 2: Improve and Encourage Relationships between District 10 Institutions, Businesses, and the Community at Large

Background

The central location of this small neighborhood with respect to the metro area, one of its attractive assets for the institutions of the present, is somewhat serendipitous; all of the institutions were built in the area at a time when it was at or beyond the edge of the main community they served. The exception, the Hubert H. Humphrey Job Corps Center, is located on the former site of a small liberal arts college.



Institutions form the study area's second largest land use component, with a total land area of slightly more than 26 acres. The seven institutional uses situated in the study are:

- Como Park Lutheran Church at Sheldon and Hoyt
- Holy Childhood Church & School at Midway Parkway and Pascal
- Hubert H. Humphrey Job Corps Center on Snelling between Arlington and Nebraska
- Shalom Home at Snelling and Midway Parkway
- Lyngblomsten Care Center, Lyngblomsten Apartments and the Heritage at Lyngblomsten, between Almond and Midway Parkway at Pascal
- Mount Olive Lutheran Church at Almond and Pascal
- Salvation Army Booth-Brown House Residence at Como and Pascal

Four of these institutions have components providing either "alternative" or "transitional" living arrangements for a significant number of community residents: the Humphrey Job Corps Center, the Lyngblomsten Care Center, The Salvation Army Booth Brown House, and the Shalom Home.

On average, 180 persons reside at the Humphrey Job Corps Center. In addition to the 165 apartments for seniors at Lyngblomsten, the Care

Center, at full occupancy, provides nursing home services for 256 residents. The authorized capacity of the Shalom Home provides living accommodations for 285 persons, and Shalom Home typically operates at nearly 100 percent of its capacity. Booth Brown House was remodeled in 1994 and currently provides residential programming for 33 persons.

Age & Condition of Institutional Uses

Most institutional structures in the study area are maintained in good physical condition. At present, the outward appearance of buildings at the Hubert H. Humphrey Job Corps Center indicates that there are significant maintenance needs. While some buildings have been recently painted and the tennis and basketball courts have been upgraded, obtaining the necessary funding to make further needed physical improvements to this facility may prove to be difficult in the face of proposed federal budget cuts.

Recent significant new construction involving institutions includes the following:

- The Salvation Army Booth Brown House, the oldest of the neighborhood's institutional structures (1912), was renovated in 1994 to accommodate the needs of a changing program to assist 33 residents (adolescent children). The expansion included minor reconfiguration of the off-street parking facilities.
- Lyngblomsten Care Center removed the original rest home building to make space for the construction in 1994 of the Heritage building, with 60 new apartments for seniors.
- The Como Park Lutheran Church at Sheldon and Hoyt was also remodeled during the past year, expanding it slightly to bring it into conformance with Americans with Disabilities Act standards. No additional expansion can occur at this site without removal of adjacent homes.

No expansion of the Shalom Home is currently planned at this location. The Shalom Home has a suburban facility which has sufficient site area to expand for its future needs. No physical expansion plans have been identified by Mount Olive Lutheran Church as of this writing.

Institutions, properly operated by a responsible board of directors, maintain themselves at a standard that ensures continuing long term operation. It is apparent that the institutions of this neighborhood are typically operated in this manner.

Recommendation 3

Additional expansions of institutional uses—if and when they occur—should involve early neighborhood consultation, high quality design that takes great care to prevent damage to the urban fabric surrounding and

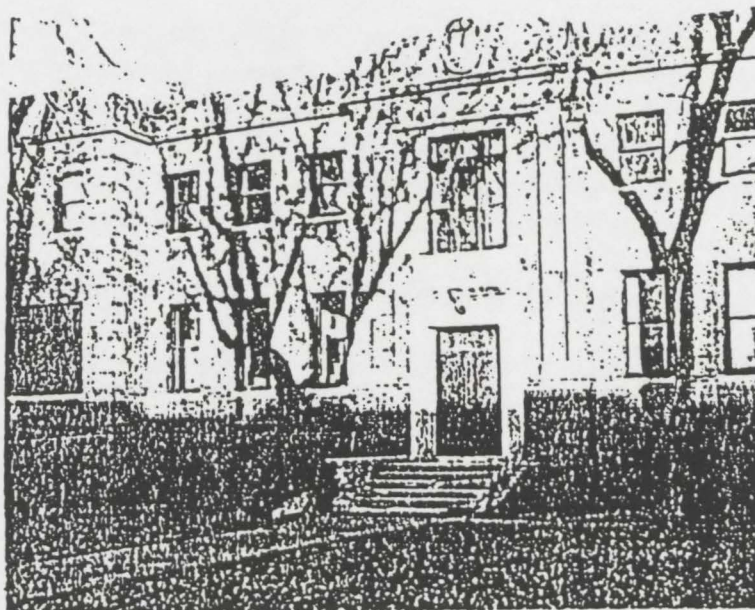
supporting these institutions, and continued communication to foster a good and continuous working relationship between the expanding institution, its immediate neighbors, and the community at large. Such communication and consultation with the community are vital to the long term health of both the neighborhood and the institutions.

- Implementor: District 10 Como Community Council will work with regional institutions located within the neighborhood to formulate ways in which to mitigate their impacts as well as enhance the institution:
 1. PARKING: In cooperation with the surrounding neighbors and the institutions, District 10 will work to take measures to decrease parking in the neighborhood, considering means such as off-site parking, bus passes, staggered shifts, car pooling, and volunteer parking in the driveways of residential homes.
 2. CHANGE AND GROWTH: Potential changes to neighborhood institutions that have the possibility of impacting the neighborhood will involve early consultation with the neighborhood via the District 10 Council.
 - a. Programmatic changes which have the potential to affect the neighborhood will be presented to the community prior to implementation via the District 10 Como Community Council.
 - b. Structural changes to institutions will involve District 10 in the early planning stages to enhance cooperation with homeowners and mitigate the impact on nearby residents and on the community.
 - c. Additional expansion of institutional uses should occur only with early neighborhood consultation, high quality design, and minimal neighborhood impact.

Recommendation 4

Neighborhood residents should be informed about and encouraged to participate in institutional activities either as volunteers or by attending events. The District Council will assist the institutions in identifying volunteers as needs arise.

- Implementors: Institutional property owners, District 10 Community Council



Strategy 5: Revitalize Commercial Property

Recommendation 5

Some of the neighborhood's older institutional structures are the Bethel College buildings situated on the Snelling Avenue side of the Job Corps Center site. These buildings, constructed prior to 1928 according to city plat maps, are the oldest of the original Bethel College buildings. The Humphrey Job Corps Center should be encouraged to maintain the structures in good serviceable condition, especially because their high visibility from Snelling Avenue reflects on the condition of the surrounding neighborhood.

- Implementors: Hubert H. Humphrey Job Corps Center; U.S. Department of Labor

Strategy 5: Revitalize Commercial Property on Como; Emphasize Neighborhood Business Orientation

Background

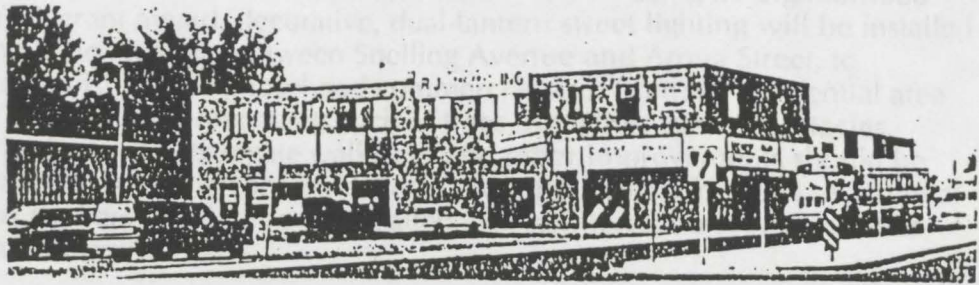
Commercial properties are the smallest land use component of the Midway Parkway - West Como study area. A total of 2.4 acres of the study area are zoned for business, including two residential structures on the south side of Como Avenue. Since their existence predates the current zoning of this area, they are legal nonconforming uses. The remaining 2.1 acres of commercial land and about 1.5 acres of industrially-zoned land lying west of Snelling are occupied by commercial structures or uses.

Older commercial structures along Como Avenue date from the early 1900's when Como and Snelling Avenues were an intersection point for two street-car lines. The two story brick buildings at the northeast and southwest corners of the intersection, built prior to 1930, are reminiscent of that era. The Tom Thumb store on the south side of Como and the "L" shaped commercial structure on the north side of Como are typical of low cost, post-war, automobile-oriented commercial structures. The layouts of these buildings and sites marginally accommodate the automobile and largely ignore urban design. The grade separation of the Snelling-Como intersection removed about five block faces of developed property along Snelling Avenue. Much of the property consumed for the interchange was commercial property.

The commercial zoning classification for this area is B-3. (See Map 3.) This zoning classification reflects the history of the Como-Snelling intersection as a major commercial and transportation node; however, the grade separation of Snelling Avenue has changed the character of the intersection considerably. Residential uses are permitted on upper floors and one-half of the first floor area in all commercial zones.

While small, the remaining commercial area has some advantages:

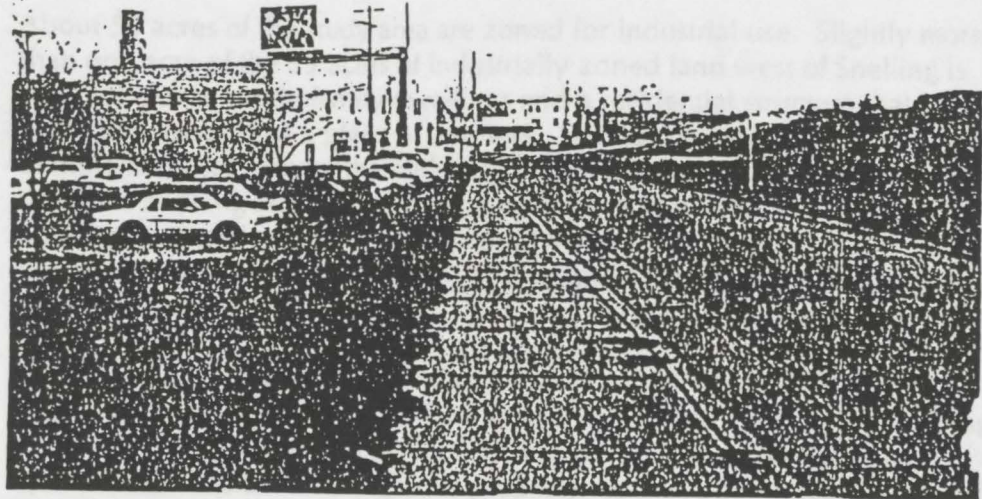
- The area is highly visible from Snelling Avenue and is easily accessible with off and on ramps to and from Snelling in both directions.
- The area has good traffic volumes. In 1994, about 50,000 persons per day passed through this intersection. Average daily traffic on Snelling was just under 40,000 vehicles, and 8,000 vehicles use this section of Como Avenue on an average day.
- Properly arranged and designed, 30,000 to 35,000 square feet of commercial retail floor space could be supported on existing commercially zoned land, and a like amount could be supported on industrial lands that are partially occupied by commercial uses in the southwest quadrant of the Snelling - Como interchange.



Most commercial uses in the area, including all of those west of Snelling, are not "neighborhood-oriented". East of Snelling, only the Tom Thumb convenience store, the beauty salon, and perhaps Bascalli's restaurant are typical neighborhood businesses. The remaining "community-oriented" commercial uses must draw on a much larger area than the immediate neighborhood for survival. Although nearby residents may occasionally consume goods and services provided by these merchants, the greatest part of their business comes from outside the neighborhood. Significant commercial vacancy has been a continuing problem in this small commercial area.

The level of maintenance for commercial structures in the area is mixed. Aggressively-managed lease properties appear to be fully leased and show significant signs of recent investment in property maintenance. Similarly, properties owned and occupied by profitable business operations are maintained in good condition. In several instances,

problem commercial properties appear to be functionally obsolete, and/or in marginal physical condition, with significant evidence of deferred property maintenance. The lack of any unifying design theme among the collection of commercial structures at this intersection appears to have an adverse impact on the commercial vitality of the area.



Recommendation 14

Improve the aesthetics of the commercial area. Using a neighborhood STAR grant award, decorative, dual-lantern street lighting will be installed on Como Avenue, between Snelling Avenue and Arona Street, to distinguish the neighborhood commercial strip from the residential area to the east. Improvements such as trees, benches, trash receptacles, brick/exposed aggregate walkways and other improvements should be made to make the commercial area more pedestrian-friendly. Additional bus shelters should also be installed, as the intersection is a major bus transfer point.

- Implementors: Saint Paul Department of Public Works, MCTO, local businesses

Recommendation 15

Explore the development of a revolving loan fund to assist businesses in maintaining their property. When mutually beneficial, the District Council will work with appropriate organizations in other neighborhoods to design and implement programs such as this.

- Implementor: District 10 Como Community Council

Recommendation 16

Identify and actively recruit businesses and services appropriate to the needs of the neighborhood. Explore affiliating with an existing business association or initiating a new business association for the commercial/industrial area at Como and Snelling.

- Implementor: District 10 Como Community Council

Strategy 6: Revitalize Industrial Property with Compatible New Development

Background

About 50 acres of the study area are zoned for industrial use. Slightly more than one acre of the 33 acres of industrially zoned land west of Snelling is used for eleven single-family dwellings and a residential structure that is presently operated as a place of business. Several community/regional commercial uses occupy the buildings on the south side of Como west of the West Snelling Service Drive. The remaining industrial land west of Snelling is occupied by a printing plant, two other small industrial operations, some contractor's yards and shops, a vacant office building, and some vacant land.

Approximately 16 acres of the industrial land lie to the east of Snelling. About ten acres of this are used for a school bus motor pool. The remaining area is occupied by a structure and parking facilities that were built for a sports & health club. Although this property has been periodically vacant, it is now occupied by Energy Park Studios, a film making studio.

Reuse of some industrial property in the study area is likely to be difficult, since the individual ownerships are too small for many industrial users and some existing structures were designed for specific uses that may limit their reuse potential. Several such structures are currently vacant and available. Acquisition, relocation, and demolition costs, added to the cost of replacement housing required under current redevelopment regulations, may make the public redevelopment of residentially used industrial land prohibitive. However, the current industrial zoning west of Snelling is generally appropriate and does not require change. The existing residential structures are well-maintained and have been enhanced by the street paving done in conjunction with sewer separation in the area. Industrial uses that may wish to locate in this area should be consistent with light, clean industrial uses.

Recommendation 17

The District 10 Council should work with the city's economic development agencies to make better use of this underutilized area, marketing this area to potential users, while avoiding the use of public funds that would require expensive relocation costs. The partners will identify and actively recruit compatible light industrial development, particularly "green" uses, to industrially-zoned property in the area.

- Implementors: Saint Paul Port Authority and PED Business Resource Center

Recommendation 18

Industrially zoned land on the east side of Snelling is consistent with the uses there now. This site may be ideal for higher density commercial/industrial projects, if and when the bus motor pool is discontinued.

- Implementors: Saint Paul Port Authority and PED Business Resource Center

